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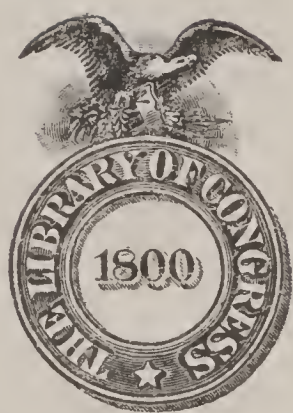
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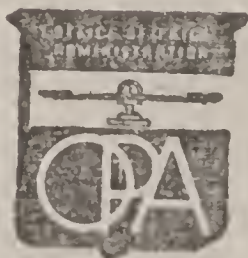
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A Manual for the Use of
Government Mileage Administrators

*U. S. Office of price administration.
Rationing Dept.*



UNITED STATES OF AMERICA
OFFICE OF PRICE ADMINISTRATION
Automotive Supply Rationing Division
WASHINGTON, D. C.

1943

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UNDER THE GOVERNMENT
MILEAGE CONSERVATION PROGRAM

OFFICE OF PRICE ADMINISTRATION

WASHINGTON 25, D. C.

TO ALL GOVERNMENT MILEAGE ADMINISTRATORS :

To win the war, essential transportation must be maintained. To maintain essential transportation, gasoline, tires, and automotive equipment must be conserved. To conserve these vital materials, mileage must be reduced.

As an aid to the achievement of this objective, the Government Mileage Conservation Program has been launched. Its goal is the elimination of every mile of driving in the public service which is unnecessary and which does not contribute directly to the general welfare or to the prosecution of the war.

Participation in the Program by any unit of government is secured by the appointment of an official known as the Government Mileage Administrator, who is charged with the responsibility of supervising the use of motor vehicles driven in the service of the government. It is expected that he will reduce mileage by at least 40 percent under that driven in 1941.

Heads of Federal departments and agencies and the governors of the States have given encouraging response to the request which has been directed to them to inaugurate the Mileage Conservation Program. Furthermore, many cities, boroughs, counties, and other units of local government all over the country are, at the request of the respective governors, participating wholeheartedly. We hope that the movement which they have helped to pioneer will be extended to all governmental units throughout the Nation.

It should be emphasized that under the Government Mileage Conservation Program, no one way of administering the use of motor vehicles is required. Recognition is given to the fact that variations in the structure, size, and functions of different governmental units make adaptations to each situation necessary. The material presented in this manual is offered as a suggestion in terms of conservation plans which have been tested by actual operation and found to be successful. However, it is the feeling of those associated with the Program that insofar as each specific situation permits, the basic proposal herein contained should be adopted.

We gratefully acknowledge the fine spirit of cooperation with the Program which thousands of loyal public officials and employees of our Federal, State, and local governments have shown. To them, this manual is dedicated.

Sincerely yours,

CHESTER BOWLES,
Administrator.

November 15, 1943.

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CHAPTER I

The Government Mileage Conservation Program and How It Can Be Adopted

Government a Large User of Motor Vehicles

Government is one of the largest users of motor vehicles in the United States. Most recent figures indicate that approximately three quarters of a million passenger cars, motorcycles, and commercial-type vehicles are owned by various government units—Federal, State, and local. In addition, thousands of privately owned passenger cars are driven in the public service. Although complete mileage figures are not available, estimates indicate that the mileage driven annually runs into the billions.

Government Must Set Example of Conservation

The rationing of automobiles, tires, and gasoline has focused attention upon Government use of motor vehicles. It is obvious that the Government must lead the way in conserving the mileage driven in its service. In the first place, this would be an important step in mileage conservation. Measures which reduce Government mileage to the same degree as the rationing program has already cut civilian use will result in a very substantial saving of the stock pile of rubber and correspondingly scarce supply of petroleum products in certain areas. Furthermore, it will provide a constructive example to the citizenry and aid materially in gaining full public cooperation in reducing their driving to that which is absolutely essential. In a democracy, officials of government cannot ask sacrifices and adjustments of the citizens which they themselves are not willing to make. The public is becoming very critical of any evidence of the failure of their officials to eliminate abuses and inefficient practices in the operation of motor vehicles driven in the public service. It is regarded as a breach of responsibility on the part of public officials at a time when the very destiny of the country is at stake.

The Proposal

To the end that Federal, State, and local governments may adopt every possible measure to eliminate unnecessary use of motor vehicles, the Government Mileage Conservation Program has been launched. Its terms are simple and direct. In instituting the program, the following steps should be taken :

1. The chief executive officer of each government or government agency designates or appoints an official known as a Government Mileage Administrator who is given authority to supervise the use of motor vehicles driven on official business. The jurisdiction of this official extends to passenger cars, trucks, busses, and other

types of equipment which are owned and operated by the government and to those vehicles which are privately owned, but driven in the public service. (This does not include privately owned vehicles used by individuals, corporations, or associations operating under a government contract.)

2. Through the proper administration of motor vehicular equipment, the mileage administrator will be expected to achieve a mileage reduction of at least 40 percent compared with the mileage driven in 1941. He exercises responsibility for applying such measures as elimination of the use of motor vehicles in those services not contributing to the general welfare or to the prosecution of the war, the pooling of cars, the prior clearance of travel requests, the use of public carriers where feasible, and closer supervision over the maintenance and operation of commercial-type vehicles.

3. He has the duty of setting up and supervising a plan for clearing ration applications for gasoline, tires, and automotive equipment.

4. At the end of each quarter of the calendar year, each State and local mileage administrator submits a report to his chief executive officer and to the Office of Price Administration. Local administrators of cities, counties, special districts, and others report to the Office of Price Administration through the State Government Mileage Administrator. State Government Mileage Administrators transmit both their own reports and the local mileage administrators' reports directly to the Office of Price Administration. Federal mileage administrators assemble the data from the reports covering operations in Washington and in the field offices and report directly to the Office of Price Administration. The reporting procedure is explained in detail in Chapter III of this manual.

Position of OPA and ODT Regarding Program

It is important to emphasize that the Government Mileage Administrators are in no way under the jurisdiction of the Office of Price Administration. They are officials of their respective government units, and their relation to the Office of Price Administration under the Mileage Conservation Program is a cooperative one. However, their control of vehicular use must conform to the mileage regulations prescribed by the Office of Price Administration and the Office of Defense Transportation.

Basic Principles

The Government Mileage Conservation Program rests upon two fundamental considerations:

1. It recognizes that most unnecessary use of motor vehicles driven in the service of government is caused by the lack of coordinated supervision rather than by deliberate abuse. Regardless of the willingness of officials or employees to cooperate in saving mileage, they are distinctly handicapped if no system is provided for them to follow. The only answer is to put into effect a plan which they will all have to observe. No such plan can function effectively without proper administrative supervision. For this reason, one official should be appointed whose sole responsibility it is to devise and administer ways and means of securing maximum efficiency in the use of motor vehicles.

2. Instead of securing the reduction of government mileage by the issuance of regulations from Washington, each unit of government determines for itself, within the limits of the general mileage rationing regulations as applied by the War Price and Rationing Boards, where mileage reductions are to be made. This places a distinct responsibility upon the officials who use or supervise the use of motor vehicles in the government service to see that all abuses and inefficiencies are eliminated.

CHAPTER II

How the Program Benefits Your Particular Government

It Saves Critical War Materials

Motor vehicles use some of the most critical materials needed for the war—rubber for tires; gasoline and oil for the motor; steel, copper, and other metals for repairs.

Measures which save mileage save material.

It Prolongs the Life of Existing Equipment

New motor vehicular equipment of all types is becoming increasingly difficult to obtain. For the duration of the war existing equipment must largely suffice. Furthermore, it will be a considerable time after the close of hostilities before the automotive industry can return to production of passenger cars and commercial-type vehicles. This date is so uncertain that officials charged with the supervision of such equipment cannot afford to take chances by failing to conserve it.

As the present equipment becomes older, particular care will have to be taken to preserve it and keep it in good condition. If this is not done, many essential services may have to be seriously curtailed or eliminated because of lack of transportation.

It Helps Preserve the Nation's Transportation

The load which has been placed upon our transportation system by the war is so great that any substantial increase in demands for service may well cause a break-down in some of its phases. Since governments require the extensive use of transportation in order to operate, they must employ every means possible of maintaining the facilities necessary to carry on essential functions.

It Increases Efficiency of Operation

The coordinated utilization of motor vehicular equipment in the government service increases the efficiency not only in the use of the vehicles themselves, but in the functions performed as well. It assures maximum use of equipment, avoids duplication of many services, and saves time of public employees because of the better planning which is required.

It Saves Money

Measures which conserve equipment and reduce its use also save money. Unnecessary travel is eliminated, full use of vehicles secured, and the planned use of truck pick-up and delivery services assured. Furthermore, the careful supervision of motor vehicular maintenance avoids many costly repair bills.

Such measures reduce expenditures at a time when revenues in many units of government are falling off. The money which is

saved results either in lower taxes or in the avoidance of additional tax levies by transferring such savings to those services which must be expanded because of the war.

It Secures Public Acclaim

Civic groups, individual citizens, and taxpayers welcome evidence of efficient government administration. This is particularly true in respect to the use of motor vehicles. The war and its attendant rationing regulations have highlighted the situation because the citizen feels that he should not be deprived of the full use of his car and truck, especially when his very livelihood is at stake, only to have his government apparently waste the savings which he has made. Government vehicles with their special insignia, and in some instances, license plates, are a matter for public notice. Likewise, heightened tax consciousness caused by the war makes all citizens doubly appreciative of any measure to save money taken by their representatives in office.

Where the Mileage Conservation Program has been adopted, enthusiastic support has been given in the press, on the radio, and in the publications of civic organizations. No other single measure can assure such favorable public response.

CHAPTER III

How the Government Mileage Conservation Program Can Be Administered

Setting Up the Government Mileage Administrator's Office

Appointment of the Government Mileage Administrator

The chief executive officer of each unit of government should designate an official to be called a Government Mileage Administrator and to be charged with responsibility for supervising the use of all types of motor vehicles driven in the public service. Where few vehicles are used, the duties of the office can be performed by the executive officer himself. Where an official has already been exercising authority to control the use of motor vehicles, formal participation in the Government Mileage Conservation Program can be secured by designating him as the Government Mileage Administrator.

Should Have Appropriate Background of Experience

The first requirement for a Government Mileage Administrator is that he should be an official of the government unit in which he serves, rather than an adviser from the outside. This is necessary in order that he may exercise the authority which the duties of the position require.

He should have had administrative experience, either in the field of travel, fiscal control, or motor-vehicular management. It has been found that designating the head of the travel office as Government Mileage Administrator tends to assure objective control, since the travel office itself does not use motor vehicles in an operational capacity. However, the choice of a mileage administrator should be made in terms of each situation, rather than in conformity with general principles alone.

States and cities which have previously appointed a transportation administrator at the request of the Office of Defense Transportation, or which have executive secretaries of the state Highway Traffic Advisory Committees to the War Department, may deem it advisable to give such officials responsibility for administering the Government Mileage Conservation Program. However, it is recommended that this should be done only when the transportation administrator or the executive secretary of the state Highway Traffic Advisory Committee is an official of the particular government unit making the appointment.

Administrator's Office Is a Full-Time Position Where Substantial Numbers of Vehicles Are Used

Where substantial numbers of vehicles are in use, the position of Government Mileage Administrator should be a full-time one. The responsibilities of administering a control system are so great that,

if an effective program is to be carried out, a separate office adequately staffed with administrative and clerical help is required. Where it is felt that the prestige of an existing official having a high rank is essential in order to assure the program's effectiveness, an assistant administrator should be appointed to assume major responsibility for the details of administration.

The economies effected by the program will greatly outweigh the expenses of maintaining a separate office. In one State, for example, an office costing \$7,000 per year to operate saved approximately \$250,000 in travel costs alone. This is a feature of the plan which appeals to both Government administrators and the public.

Should Be Given Centralized Control Over Operation of Motor Vehicles

Two basic practices, with variations, have been followed in setting up the Government Mileage Administrator's office and prescribing his authority. One has been to leave the assignment of motor vehicles and the control over their use in the hands of the various departments, with the Government Mileage Administrator serving as a coordinator. His authority, in such instances, is primarily to suggest, stimulate, and coordinate mileage conservation plans.

The other approach has been to place the assignment and ultimate control of all motor vehicles of the Government in the Mileage Administrator's hands. He then determines which departments perform functions requiring the reassignment of vehicles—such as police, fire, and highway departments—and the terms under which such reassignments are made. He exercises immediate control over the remainder of the vehicles by operating them from a central pool to be described later.

Wherever possible, the centralized type of office should be set up. The advantages are:

1. It eliminates abuses in the use of cars assigned to departments or individuals. The Mileage Administrator is better able to distinguish essentiality from mere inconvenience than is an official or other employee having authority to use a vehicle without specific review each time it is used.

2. It makes possible the establishment of a central clearance point for travel, thereby securing maximum efficiency. Where control is decentralized by departments, department A and department B may each send cars having only one or two persons in them to the same outlying point. Central clearance assures that only one car goes, thereby saving mileage with resulting economies in tires, gasoline, equipment, and money. [Attempts to have interdepartmental clearances made upon a voluntary or cooperative basis by means of bulletin boards or telephone calls may work after a fashion for a time, but such a practice soon tends to fall into disuse. The requirement of central clearance having the backing of an administrative directive assures a continuing operation of interdepartmental pooling.]

3. It makes for more efficient distribution of motor vehicular equipment—particularly trucks, busses, and other commercial types of vehicles—over the various services of the government. The mileage administrator, by having centralized records on vehicular maintenance and operation, is able to analyze relative needs for such equipment in terms of administrative efficiency.

4. It enables the Mileage Administrator to make effective certifications of motor vehicular ration applications. Decentralized control tends to place the Mileage Administrator in the position either of rubber-stamping the department head's requests or of questioning their validity where it appears that excessive rations are sought.

In large units of government, it is advisable for the Government Mileage Administrator to work with designated officials in the various departments and agencies who are connected with the operation of motor vehicles. Where the Mileage Administrator has centralized authority over the control of motor vehicles, these officials should serve as deputy administrators exercising such delegated authority as the Government Mileage Administrator deems expedient to give them. Where control over the use of motor vehicles remains decentralized in the departments, the departmental representatives should in effect become departmental mileage administrators working under the general direction of the chief Government Mileage Administrator.

Where motor vehicles are operated in the field, subagencies of the Mileage Administrator's office should be set up. Since in most cases the volume of work entailed is relatively small, the function can be performed by some operating official designated for the purpose. Whether extra remuneration is allowed is a matter for administrative determination based upon the amount of work entailed and the funds available.

The Mileage Administrator's Office and Authority Should Be Specifically Authorized

The Government Mileage Administrator's office and the authority which he exercises must be defined by law, either by Executive order or by legislative action.

If legislative action is necessary, the act should be in the form of an authorization to the chief executive officer to set up the Government Mileage Administrator's office, stipulating only in broad terms the powers to be exercised. The necessary executive rules and regulations should then be promulgated to cover the details. Model forms are presented in the Appendix, pages 31-45.

What the Government Mileage Administrator Should Do To Launch the Program

Make a Study

Immediately following his appointment, the Government Mileage Administrator should make a study of the pertinent laws and administrative rules and regulations relating to the maintenance and operation of motor vehicles. In this way he will be able to determine what legal changes, if any, are required in order to establish the type of office possessing the authority needed in administering the program. Where serious legal barriers exist, it may be necessary to establish the office of mileage administration as well as can be done under existing law, and then immediately prepare the necessary legislative or administrative acts or rules to provide the desired authority.

Next should be a study of the methods by which motor vehicular equipment is maintained and operated, with a view to determining the most efficient way of administering its use. This should cover both

publicly and privately owned and leased vehicles used in the public service, including passenger cars, motorcycles, trucks, trailers, and busses. Information should be secured as to the number and type of vehicles in use, how use is authorized, the way in which it is reported, and such other specific data as are deemed essential. Furthermore, a functional analysis should be made of the government to determine which services can or cannot be administered without the use of motor vehicles. Such information is necessary to put the administration of the whole program upon a firm foundation of fact, and to facilitate compliance with war regulations, particularly those of the Office of Price Administration and the Office of Defense Transportation.

Since the Government Mileage Administrator functions as an executive official, his authority does not extend to the supervision of vehicles operated by officials of the legislative and judicial branches. However, it is advisable for him to call the program to the attention of the appropriate officials of these branches, such as clerk of the legislature and clerk of court, and enlist their cooperation.

Staff and Equip an Office

As soon as the scope of the administrator's authority is determined and his authority delineated, needs for office space, equipment, and administrative and clerical help should be determined. If this step follows a study of the problem, the presentation of requirements to personnel and budget officials is much more effective since it is backed up by specific knowledge of what is to be done. During the survey period it may be necessary to secure help by having employees detailed for duty until such time as the needs for a permanent staff can be decided upon.

Have the Chief Executive Officer Establish Authority by Administrative Order

After the type of office and the authority to be exercised by the Government Mileage Administrator have been decided upon, the position should be given administrative recognition by executive order. Copies of the order should be directed to the heads of all departments, agencies, and offices.

Prepare and Distribute Operating Instructions and Forms

The Government Mileage Administrator's authority can be made effective only through the issuance of operating instructions and forms. These should cover such matters as authorization for travel for both privately and publicly owned passenger cars, travel logs for reporting mileage, methods and forms for securing information on the operation and maintenance of equipment, including applications for mileage rations for clearance through the mileage administrator's office, and the like. (See Appendix, pages 45-61, for sample forms.)

It is advisable to issue a periodic bulletin to the heads of the various departments and agencies, and in some cases to employees, keeping them informed on new procedures and rationing requirements. At specified times, a report should be included of the progress made at the various departments and agencies under the Mileage Conservation Program.

Hold a Meeting of Department and Agency Heads

When instructions and forms are ready for distribution, a meeting should be called of all department heads and others affected by the program to explain its purpose and the method of operation. If possible, the meeting should be presided over by the chief executive officer.

In Case of State Government Mileage Administrators, Steps Should Be Taken to Secure Adoption of Program by Local Units of Government

The State Government Mileage Administrator should prepare a letter for the governor's signature to the heads of local governments of the State. They should be asked to participate in the Mileage Conservation Program by appointing their own Government Mileage Administrators, clothed with the authority to administer a Mileage Conservation Program. Information explaining how the program can be administered should be included. Even though many of the smaller units may operate few vehicles, all of them should be canvassed, since the total mileage of these units represents a substantial amount.

As the program develops, the State Government Mileage Administrators should stimulate and coordinate the activities of local mileage administrators through conferences, letters, and personal contacts. Furthermore, they should be instructed to submit all reports on the progress of the program to the State Government Mileage Administrator, as discussed later on page 18.

To facilitate the coordination of local programs, the State Government Mileage Administrator may find it advisable to appoint a mileage conservation advisory committee made up of representatives of State and local governments and official associations.

How the Mileage Conservation Program Operates

There are many ways in which efficiency in the use of motor vehicles may be increased. The suggestions given below are taken from the actual operation of mileage conservation measures put into effect by Federal, State, and local units of government. By adopting these techniques, mileage reductions have been achieved up to as much as 60 percent of that driven when no central administrative control existed.

Eliminating Use of Vehicles for Services Not Contributing Directly to Public Health, Safety, or the War

The need for mileage conservation is so great that many services to which the public has been accustomed must be curtailed or eliminated. Therefore, the Government Mileage Administrator should, after the over-all study has been made, prepare a list of duties and functions which either could be eliminated for the duration, or which could be carried on without the use of passenger cars, busses, or trucks. Through cooperation with the proper operating officials, backed by the support of the chief executive officer, the necessary adjustments can be made. Where legislative action is necessary to permit this to be done, steps should be taken to have the proper provisions enacted.

A method used with success in reducing mileage is to have departments communicate with those public groups who most frequently receive services, asking them to rely more upon themselves and local authorities, rather than upon some State or Federal office. For example, persons are requested to call the local health and police authorities instead of the county, State, or Federal offices.

The elimination of unessential services is a difficult task, but it is a fruitful source of mileage reduction. It is facilitated by the pressure of the war effort and by the falling-off in demands for certain Government services, such as maintenance of parks and recreational facilities, construction of public building projects, and the like.

Such an adjustment is in line with what is being done by private enterprise, where, for example, store deliveries and other services are either eliminated or drastically curtailed. It is only reasonable that the Government itself should make similar adjustments. Proper publicity on such curtailment of services will convert possible opposition to active support and gain acceptance for such measures as may be necessary to effect it.

Central Pooling of Passenger Cars

One of the most widespread abuses in the use of official passenger cars arises from their assignment to departments and individuals without central administrative supervision. Individual assignment, in particular, gives rise to much unnecessary driving both in performing official duties and for personal use. Such controls as the checking on gasoline consumption, reporting speedometer readings, and "investigations" are generally ineffectual. Real efficiency can only be secured when the control is exercised prior to travel rather than afterward.

For this reason, it is advisable to have all official cars initially assigned to the Mileage Administrator's office. A careful study should be made of departmental needs. Where it is advisable to operate cars without prior travel clearances, a reassignment of cars to such departments should be made. This is usually done in the case of police, fire, and certain enforcement or inspectional agencies where prior authorization for use is not feasible. However, when reassignment is made, the terms under which the vehicles are to be used should be stipulated. Thus, in the case of police patrol cars, it may be desirable to use them for transporting employees, in an emergency, between points not adequately served by public transportation facilities. An understanding could also be secured that unnecessary police cruising will be eliminated by putting patrol cars on call at fire houses and by having road cars stationed at traffic concentration points. Where commercial-type vehicles are involved, a careful study should be made of their use and a plan enforced to assure their most efficient utilization. Moreover, closer supervision should be maintained over all reassigned vehicles to make certain that they are properly maintained and operated.

The central pooling of privately owned cars can be put into effect either by allowing extra compensation for carrying additional passengers or by establishing the rule that reimbursement for mileage will be denied to employees not operating their cars within the pool. One State provides that the employee who is willing to pool the service of his car will receive 5 cents per mile for his own transportation and 2

cents a mile extra up to a maximum of 10 cents a mile for each additional employee whom he carries. Each department is then billed by the central office at the rate of 5 cents a mile for each of its employees riding in the car up to a maximum of 10 cents a mile for any one department. In this way, the central office can show a "profit" on the transaction which can be applied to the cost of operating the office and to the purchase of additional motor equipment and repairs. Because this is a bookkeeping measure, the Government saves money since, for example, the transportation of five persons will only show a net cost of 10 cents a mile as compared to 25 cents, should each employee ride in a separate car.

It should be noted that central pooling does not necessarily mean that all cars must be kept at the same place. It merely means that the control of their use is centrally exercised.

Prior Clearance of Travel

The success of a truly effective mileage conservation program rests upon the requirement that travel for all departments and agencies must be authorized in advance in the office of the Government Mileage Administrator. Where the authority to authorize travel is retained at the departmental level, the maximum amount of interdepartmental cooperation should be obtained through voluntary clearance with the Government Mileage Administrator or by means of a bulletin board.

The steps to be taken in administering a system of central advance clearance for travel in the Mileage Administrator's office are as follows:

1. *Application*.—Each employee files an application for approval of his trip by passenger car preceding the proposed trip. Such applications should be filed for trips of 1 day, or itineraries of more than 1 day. At the latest, filing should be on the day preceding the start of the trip, and at a designated time. When possible to plan schedules, itineraries of a week or more should be requested on one application, and filed as far in advance of the trip as possible. A statement of the duties to be performed should be included in the application. This should be in brief detail to give the administrator sufficient information to group intelligently compatible services in pooled automobile travel.

2. *Coordination of Applications*.—This should be attained by two basic methods:

- A. *Visual, by location*.—In which the points to which travel is requested are grouped. The use of pins on a map of the territory being served is the best visual index. This method, coupled with a matched grouping of the applications, clarifies overlapping destinations.

- B. *Compatibility of services*.—In which travel to identical destinations is carefully considered by the administrator so that traveling employees may be properly grouped in terms of the work to be performed. Pooling serves little purpose if an essential service on a "one-stop job" is combined with another on a trip involving 20 calls. The administrative feasibility of consolidated trips is an important factor in the successful operation of a pooling plan. By full knowledge of all travel through a centralized control point, inefficiencies arising from unsound combinations can be avoided. Similarly, travel can be planned

by combinations of various methods, using pool cars, assigned cars, and common carriers to complete a point-to-point journey.

For example: An employee may be assigned to a pool car for travel from an origin point to city A. The pool car may then go on to another point, and the employee remaining in city A travel to city B by bus. At city B the employee is picked up by another pool car for travel to city C and returned to the point of origin.

3. *Checking of travel requests with common carrier schedules.*—Each application should be checked against the common carrier schedules to see if railroad or bus services are adequate. If it appears from the duties to be performed and the time schedule given that common carriers will suffice, the applicant should be so advised.

4. *Authorization of travel.*—Each employee should be provided with a certificate indicating that his travel has been approved and listing the names of the persons who are to accompany him or whom he is to accompany. In the case of privately owned vehicles, if the employees are anxious to use their cars, a system of rotation can be applied.

5. *Travel records.*—The mileage administrator should maintain the following information:

A. An index of all vehicles which might be operated, either Government or privately owned, such index showing the ownership, license number, and capacity of the vehicle. Each vehicle should be assigned an identifying number.

B. The approximate position of each car in travel as indicated by numbered pins on a map to correspond with the identifying number.

C. A periodic statement to each department, listing the travel approved for that department and the amount of reimbursement due.

Dispatching System

Where delivery, messenger, and passenger shuttle services are used within the confines of a city or other comparable geographic area, a central dispatching system is a great mileage saver. Police cars assigned for cruising and for emergency calls can adopt much the same plan. A description of a dispatching system in use is given in the Appendix, pages 62–64.

Use of Public Carriers, Telephone, and Mails to Save Mileage

Whenever possible, alternative means of transportation and communication should be used. A study of public carrier routes and schedules will often disclose that such facilities can be used to advantage. One State Mileage Administrator found that, prior to establishing central travel clearance, 14 passenger cars carrying 1 official each drove between the State capitol and an outlying town, 4 of them, incidentally, from the same department. This was done despite the fact that 32 round trips a day were made by public carriers. Under the administrator's regulations now in effect, all travel between these points is made by common carrier.

The practice has developed of purchasing streetcar tokens and passes for the use of employees required to make short trips around town. Economies in mileage and cost of operation can similarly be

made by having high ranking officials use taxis rather than individually assigned cars and chauffeurs. In one instance, cars costing \$6 a day to operate and used only a few hours a day were withdrawn from assignment, and the same transportation was furnished by taxi service at a cost of only a few cents a day.

The full use of telephone and mail services oftentimes reduces the need for travel. Unnecessary personal calls which require travel by passenger car can be eliminated. Careful scheduling of appointments in advance can result in fuller utilization of time spent on field trips; and appointments can be made at times when it is known that common carriers will provide transportation rather than with the hope that the timetable will fit the meeting hour. Preparation of informal bulletins and reply forms, coupled with frequent announcements through the press of governmental policies and procedures, also helps materially to conserve mileage by reducing demands upon officials.

Proper Maintenance and Operation of Equipment

Through proper maintenance and operation of motor vehicular equipment, savings in tires and gasoline can be made which achieve results corresponding to a substantial reduction of mileage. There is no advantage in saving tires by reducing the amount and speed of driving only to have them ruined by abuse and neglect. Likewise, there is no point in eliminating unnecessary mileage to save gasoline while, at the same time, an equivalent amount of gasoline is wasted through operating an improperly tuned motor or because of an operator's faulty driving habits.

Certain general maintenance and operation techniques should be observed:

1. Inspect all vehicles every 1,000 miles.
2. Replace faulty parts before a break-down occurs.
3. Have repairs made by skilled mechanics.
4. Place official vehicles under shelter wherever possible.
5. Observe the 35-mile-an-hour speed limit.
6. Train drivers in proper driving habits.
7. Supply official vehicles with "defect report cards," on which those using the cars report any defect, even those of minor nature, when the car is returned to the central garage. These cards may be turned over to a repair foreman, or placed under the blade of the windshield wiper in plain view, to assure correction of defects before the vehicle is used again.
8. Secure professional tire-conservation service now being offered, for a nominal fee, by several tire manufacturing concerns, if 10 or more vehicles are operated.

Certify Ration Applications

Working in cooperation with the department heads of a government unit, the administrator is in the best position to certify applications for gasoline, tire, and motor vehicle rations for official vehicles and for gasoline rations for those which are privately owned but operated in government service. By such a method, all departments and individuals receive fair and impartial treatment, no essential service need is sacrificed for one which is nonessential, and the granting of inflated rations is precluded.

Under the principle of the separation of powers, the Government Mileage Administrator's authority ordinarily extends only to the certification of ration applications for motor vehicles used by the executive branch. However, it is suggested that the cooperation of the judicial and legislative branches with the Government Mileage Conservation Program be solicited by the chief executive officer.

A. Certification Procedure

1. The Government Mileage Administrator should seek from his chief executive officer the sole authority to certify all ration applications involving motor vehicles used in the service of at least the executive branch. This authority should extend to all types of rations, as described in Section C, pages 17-18, although it may be exercised over one or more types of rations as determined by the chief executive.

2. The Mileage Administrator notifies the national, State, or district office of the Office of Price Administration, as the case may be of: (1) his name; (2) his office address; (3) the authority which he exercises over the approval or certification of all ration applications involving motor vehicles, including a statement whether or not this authority extends to the legislative and judicial branches; and (4) the identity of the government unit which he represents. The recommended procedure to be followed is:

(a) *Federal Government Mileage Administrators in Washington* should transmit this information to the national office of the Office of Price Administration. Furthermore, each Federal departmental administrator who is represented in the field by *field* mileage administrators, should instruct them to furnish the above-mentioned information to the appropriate district offices of the Office of Price Administration when the internal development of the Mileage Conservation Program makes this step possible.

(b) *State Government Mileage Administrators* should notify the district office of the Office of Price Administration which has jurisdiction over the area which includes the capital city.

(c) *Local Government Mileage Administrators* should notify the district office of the Office of Price Administration which has jurisdiction over the area which includes the seat of government.

3. The particular office of the Office of Price Administration which receives this information will transmit it to the War Price and Rationing Boards within its jurisdiction and to the appropriate district office of the Office of Defense Transportation for their use when considering motor vehicular applications from the unit of government whose mileage administrator has officially indicated participation in the Government Mileage Conservation Program.

4. Department heads are advised by the mileage administrator, and through them employees are notified, that as of a fixed date, all ration applications for vehicles must be certified by the administrator.

5. As renewal dates for rations are known well in advance, applications are prepared and mailed or delivered to the administrators, depending upon whether the employees are at the seat of government or in the field. Upon receipt of such applications, the administrator:

(a) Compares the requested ration with current usage.

(b) Determines whether or not the reduction policy has been considered.

6. If the application is reasonable, in accordance with reduced needs, it is certified by the administrator and returned to the applicant for presentation to his local War Price and Rationing Board. If the application shows a request for an increase in rations, the administrator:

(a) Contacts the department head to determine if any new or extended duties make additional ration necessary.

(b) Agrees on the essential increase if such is generally necessary, and certifies accordingly.

(c) Advises the department head that certification will be at the reduced level if no need for increase is shown. Certification is then given at the *reduced* figure, designated in *red* beside the applicant's requested figure, and *plainly marked as the ration to be granted*. Some State administrators use a special rubber stamp calling attention to any variance between the *requested* and *certified* ration allowances.

(d) Checks on any applications which may have gone directly to a rationing board or to the district ODT office without passing through the administrator's office. Arrangements should be made to have these reviewed by the administrator for any adjustment which he feels is warranted.

B. *Action of OPA Ration Boards and ODT District Offices on Applications*

Local War Price and Rationing Boards and the district ODT offices have been advised to proceed by the following methods:

1. *Local War Price and Rationing Boards*

(a) Whenever an application for gasoline, tires, and automobiles is made on behalf of a government agency which is under the jurisdiction of a Government Mileage Administrator, the Board should determine whether or not that application has been approved by the Mileage Administrator in accordance with the approval or certification authority which he exercises in behalf of his own government. If it has not been approved by the Mileage Administrator in accordance with his authority, the Board should require such approval unless the applicant furnishes satisfactory explanation for not securing it.

Therefore, the Government Mileage Administrator should *notify appropriate department heads and employees* that applications involving gasoline and tires for vehicles owned by the government, or the purchase of automobiles for government use, should have the approval of the administrator *before* the application is forwarded to the Board.

(b) Where the Board is notified that the Government Mileage Administrator of a particular unit of government has sole authority to certify applications for supplemental gasoline rations needed for official business in private cars or motorcycles, the Board shall require such certification by the Government Mileage Administrator.

In this case, the administrator should notify all department heads and employees, where there is use of private cars or motorcycles on

Government business, that applications *must* be certified by the administrator *before* being forwarded to the Board.

(a) Under the Mileage Rationing Regulations, Ration Order 5C, the Boards have broad discretion in requiring evidence of occupational needs when passing upon applications for official and supplemental gasoline rations. It is, therefore, within the scope of the Boards' authority to question the need for the amount of occupational mileage sought by any unit of government which fails to meet effectively any or all provisions of the Government Mileage Conservation Program.

2. *District Offices of the Office of Defense Transportation*

(a) The district ODT offices have been notified by their national office that any working arrangement which is made with the Government Mileage Administrators in their respective areas is a matter for their own determination. The Mileage Administrator should take the initiative and arrange a meeting with the district ODT office to confer on an agreeable procedure whereby his advice and recommendation may be received when considering Certificates of War Necessity for commercial vehicles used by his Government or for the purchase of new commercial-type equipment.

3. *Action on applications for vehicles used in the service of legislative and judicial branches.*

Unless the rationing boards and district ODT offices are specifically informed of the Mileage Administrator's authority to certify ration applications for vehicles used by the judicial and legislative branches, they will require his certification only on applications for vehicles used by the executive branch. Where legislative and judicial applications are not to be certified by the Government Mileage Administrator, the certification procedure will follow that which has always been prescribed in the Regulations, OPA Ration Order 5C.

State and local Government Mileage Administrators should, when submitting to the appropriate OPA district office the statement of their certification authority over motor vehicular ration applications, specifically mention whether or not this authority extends to the legislative and judicial branches.

C. *Types of Motor Vehicle Rations*

The Mileage Administrator's certification authority should extend to all applications for:

1. *Gasoline Rations* (see Appendix, pages 66-67).

(a) *Official*.—For passenger vehicles owned by the Government, on OPA Form R-551.

(b) *Supplemental*.—For passenger vehicles which are privately owned and operated in Government service with or without compensation, on OPA Forms R-535 and R-543 (Renewal).

(c) *Preferred*.—Same as for (b).

(d) *Certificates of War Necessity*.—On ODT Form SU-A for commercial vehicles owned by or leased to the Government.

2. *Tire and Tube Rations* (see Appendix, page 67).

(a) *Passenger Cars*.—Owned by the Government or privately owned and operated in the Government service with or without compensation, on OPA Forms R-1 and R-1 Revised, except in the case of emergency reserve applications which are made on OPA Form R-19.

(b) *Commercial-type vehicles*.—Owned by the Government, on forms described in (a) above.

3. *Motor Vehicle Purchase Rations* (see Appendix, page 68).

(a) *Passenger Cars*.—On OPA Form R-213.

(b) *New Commercial-Type Vehicles*.—On Form WPB-663, formerly PD-310.

*Submit Quarterly Reports*¹

Reports covering the administration of the Government Mileage Conservation Program should be made by the Government Mileage Administrators at the close of each quarter of the calendar year. The necessary report forms will be supplied directly to Federal and State Mileage Administrators. Local administrators will receive copies from the office of their respective State Government Mileage Administrators. The procedure to be observed by local, State, and Federal Mileage Administrators is outlined below:

1. *Local Government Mileage Administrators*

Within 20 days following the end of each calendar quarter, each local Government Mileage Administrator should prepare in *triplicate*, a report on OPA Form R-567 (see page 60), covering all vehicles for which he is responsible as an administrator of the program. One copy of this report should be retained in the administrator's files, and the original and one copy submitted to the State Government Mileage Administrator at the State capitol.

2. *State Government Mileage Administrators*

Within 30 days following the end of each calendar quarter, the administrator should prepare in *triplicate* a report on OPA Form R-567 covering all vehicles used in the service of the State. One copy of this report should be retained in the administrator's files, and the original submitted to the Office of Price Administration, Automotive Supply Rationing Division, Washington, D. C. The third copy should be sent to the regional office of the Office of Price Administration for the region in which his State is located.

The State Government Mileage Administrator, after examination for adequacy, should also forward to the Office of Price Administration, Automotive Supply Rationing Division, Washington, D. C., one copy of each quarterly report submitted to him by the local Government Mileage Administrators.

3. *Federal Department and Agency Mileage Administrators*

Within 30 days following the end of each calendar quarter, each Federal Mileage Administrator in Washington, D. C., should prepare in *triplicate* a report on OPA Form R-567, covering all vehicles under

¹ NOTE.—All reporting or record-keeping requirements of this manual have been approved by the Bureau of the Budget in accordance with the Federal Reports Act of 1942.

the jurisdiction of his department or agency. One copy of this report should be retained in the files of the administrator, and the original and one copy submitted to the Office of Price Administration, Automotive Supply Rationing Division, Washington, D. C.

4. Reports to be Summarized and Publicized

The material will be tabulated in summary form in Washington. Each State Government Mileage Administrator will be furnished with the summarized data relating to the local governments in his particular State. Copies of this material will also be furnished to the appropriate regional offices.

The information received from the Federal department and agency mileage administrators will be summarized and reported to the President.

CHAPTER IV

How Support for the Program Can Be Secured

The adoption and administration of the Government Mileage Conservation Program can be greatly facilitated by means of a well-devised plan to secure active support. Everyone should be impressed with its need, fundamental purposes, operation, and benefits. For this reason, there should be a twofold appeal, first to the official employees of the Government, and second, to the public.

What Should Be Emphasized

In publicizing the program, the benefits which accrue both to the Government and to the public should be emphasized. Those listed in Chapter II may well be adapted to each local situation. By way of restatement, the advantages of the Government Mileage Conservation Program are:

1. It saves critical war materials.
2. It prolongs the life of existing equipment.
3. It helps preserve the Nation's transportation.
4. It increases efficiency of operation.
5. It saves money.
6. It secures public acclaim.

Securing Official Support

Support of the Government officers and employees who are affected by the program is very important. Particularly essential is it that the chief executive officer, department heads, and other high officials should be fully acquainted with it. Without proper backing, the Government Mileage Administrator will find it difficult, if not impossible, to operate. Some steps which can be taken are:

1. Work out with the chief executive officer the type of office to be set up and the authority to be exercised.
2. After the plan has been set up by the necessary legal action, meetings should be held with department heads and other officials and employees affected by it. At this time, the use of new forms which have been prepared can be explained.
3. Display posters depicting the program and its anticipated results.
4. Windshield stickers to indicate vehicles being operated under the terms of the Government Mileage Conservation Program should be used.
5. Conduct interdepartmental mileage reduction contests. A mileage-saving goal of at least 40 percent should be set up for all departments, and as each department reaches it, proper publicity should be given within the organization. This can be done by a general letter or information bulletin in which the standings of all depart-

ments are shown. The use of "thermometers" to indicate relative departmental standings is an effective device. This will help build friendly competition, give to those who reach the goal a "pat on the back," and stimulate those who are not making proper headway.

6. Use the columns of employee publications to describe the purpose of the program, its operation, and its accomplishments.

7. Have all Government-owned vehicles prominently marked with official insignia, if this has not already been done, so that they may be readily identified by the public. This discourages their use for other than official business.

Securing Public Support

Public support for the program is essential, both as a means of informing citizens of the constructive work being done by the Government, and also as a way of encouraging officials and employees themselves to give their full cooperation. Furthermore, it serves as a convenient method of bringing about a constructive relationship between the citizens and their Government, since it accomplishes a result that by its very nature has widespread appeal.

Planning a Publicity Program

The following channels of public information are suggested:

1. Every employee daily comes into contact with many people outside the Government. This is an important channel of information in gaining public support. All employees should be kept informed on the progress of this movement so that they can intelligently discuss it with their friends and those with whom they deal. Each one represents the Government at every point of contact. In addition, their opinions are often quoted. What they say and do reflects the administration. Naturally, it is important that they be "boosters," not "knockers."

2. Frequent press releases should be issued. The initial release could explain in detail what the program proposes to accomplish and how it operates. This should be followed by frequent releases showing the progress made. Experience indicates that such stories are considered by the press as good copy.

3. Where radio facilities are available, talks and round-table discussions should be scheduled by the Government Mileage Administrator. He and other ranking officials should participate. Emphasis should be placed not only upon the savings made; an appeal should also be carried to the citizens not to make unreasonable demands for many of the little refinements in public service which they have come to expect during peacetime.

4. Every opportunity should be taken to present the story to civic groups, such as service clubs, taxpayers' associations, women's civic leagues, parent-teachers' associations, local church organizations, and the like. The use of a few graphic charts showing both organization and results will make the presentation more significant.

5. Posters explaining the Program to the public and designed to build acceptance for it should be placed at desks, counters, and offices frequented by the public.

Public Relations Principles to be Followed

In handling public relations, the following principles should be observed:

1. Release information to all channels simultaneously. Otherwise, those which are "scooped" will rightly be resentful.

2. When giving information, be armed with supporting facts and figures.

3. Be sure that all figures and reports are authentic. If estimates are used, state clearly the assumptions involved in making them.

4. Do not be led into controversies that drag the Mileage Conservation Program into political and bipartisan discussions.

5. In fairness to the public information channels which are used free of charge, such as the newspapers and the radio, information should be prepared for release which has maximum public appeal. Emphasis should be placed on the money saved and the contribution made to the prosecution of the war. By converting gasoline and rubber savings into the number of miles which Flying Fortresses can travel or the number of jeep tires which can be produced, the human touch is added. (It is estimated that every 1,000 miles saved means 2 pounds of rubber.)

6. In the event that plans are being made to curtail certain services, these should be carried out one step at a time. This procedure will prevent much adverse criticism and open the way for better public reception.

7. In the case of municipally owned gas, electric, water, or garbage facilities, printed statements should be inserted with bills explaining any curtailments which the Mileage Conservation Program has made advisable. Furthermore, those answering the telephone may be able to suggest procedures eliminating the need for servicemen to call.

APPENDIXES

APPENDIX A

Letters of the President and the Administrator of the Office of Price Administration Launching the Mileage Conservation Program for the Federal, State, and Local Governments

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THE WHITE HOUSE

WASHINGTON

*February 23, 1943.*MEMORANDUM TO THE HEADS OF ALL DEPARTMENTS AND AGENCIES
IN THE FEDERAL GOVERNMENT

In keeping with our program of Nation-wide rubber conservation, I am asking each department and agency of the Federal Government to appoint or designate a Government Mileage Administrator.

This official should be given authority to supervise the use of Government and privately owned or leased motor vehicles which are driven in the Federal service. He should make comprehensive studies of the use of rubber-borne vehicles in his department or agency and establish procedures whereby unnecessary driving can be eliminated. Steps should be taken to pool vehicles driven on official business, to clear requests for passenger-car travel in advance in order to secure maximum ride-sharing, and to use public carriers when feasible.

Departments and agencies which operate a small number of vehicles in Washington and in the field should assign the functions of Government Mileage Administrator to an officer or employee as an additional responsibility to his regular duties.

It is my hope that all departments will be able to reduce total mileage by at least 40 percent of that driven in 1941 without sacrificing essential services. Each civilian department and agency will be called upon periodically to report progress which has been made.

I am informed that several departments and agencies have already taken steps to conserve mileage and equipment.

This plan is similar to one which governors of all the States have been asked to adopt. Government Mileage Administrators have already been appointed in 40 States and the District of Columbia.

I have requested the Administrator of the Office of Price Administration to assume responsibility for supervising our Government Mileage Conservation Program. Within the next week, therefore, I would like you to furnish him with the name of the official you appoint or designate as mileage administrator. Your representative will then be notified of the time and place of a meeting which will be held shortly for the purpose of discussing ways of administering the plan.

FRANKLIN D. ROOSEVELT.

OFFICE OF PRICE ADMINISTRATION

WASHINGTON, D. C.

November 10, 1942.

DEAR GOVERNOR:

In the interests of conserving our limited supply of rubber, we are asking you, as Chief Executive of your State, to take the necessary steps to insure the proper formulation and administration of a Mileage Conservation Program for motor vehicles used in the service of the State government and the State institutions. In the accompanying memorandum, we are indicating the manner in which such a program can be carried out.

Under the new Nation-wide Mileage Rationing Program, motor vehicles used for essential driving will be entitled to the gasoline necessary for their operation, and, except for commercial-type vehicles, such as trucks, busses, and taxis, *will be eligible for the grade of tires called for by the gasoline ration which is issued.* This will be made possible through the saving of rubber resulting from the national Mileage Rationing Program, the purchase for redistribution of all passenger tires in excess of five per car, the allocation of limited amounts of crude and reclaimed rubber for recapping, and the careful issuance of the limited stock of new tires on hand. Such a program can be successful only if all unnecessary driving is eliminated.

In deciding upon the ways in which gasoline rations should be issued for motor vehicles used in the public service, the Office of Price Administration has been faced with the alternative of controlling from Washington the determination of which public functions merit preferred mileage, or of allowing the governments themselves to decide what mileage is essential for the performance of their duties and functions. After careful deliberation, it has been decided to place primary responsibility for the determination in the hands of the governments who use the vehicles. Thus extensive regulation of the matter from Washington can be avoided. We know that all officials charged with the operation of rubber-borne vehicles used in carrying out public functions will discharge their responsibility conscientiously and patriotically.

The reduction of mileage serves not only to conserve rubber but accomplishes a substantial saving of funds as well. In many States shrinking revenues have been partially offset by effective reductions in travel costs up to 50 percent of last year's outlay.

If you have not already done so, you are asked to designate or appoint a State Government Mileage Administrator in whose hands can be concentrated the main responsibilities for this program. He might well be the officer who has the greatest responsibility, knowledge, and experience in the supervision of motor vehicles operated for the public service. If the State Transportation Administrator whom you appointed at the suggestion of the Office of Defense Transportation is a State official, whose authority already extends over governmental operation of motor vehicles either directly or through the finance office, you may wish to designate him as your Government Mileage Administrator.

This State Government Mileage Administrator should:

(1) Make a study of the use of motor vehicles in the service of the State government and achieve a reduction of 40 percent or more of the mileage traveled for the State in 1941;

(2) Direct the preparation of applications for gasoline and tire rations and enlist the cooperation of all officials who direct the use of motor vehicles and who authorize or supervise travel;

(3) Emphasize the need for the observance of the 35 mile an hour speed limit by all those who operate vehicles in the public service;

(4) Stimulate and coordinate the activities of local mileage administrators in the State and direct information to them concerning the program;

(5) Check continuously on progress and submit reports to your office and to the State Director of the Office of Price Administration.

In order that all local governments within your State may cooperate in the Mileage Conservation Program, we respectfully request that you immediately ask the mayors or city managers, county commissioners, and heads of other local units to appoint their own mileage administrators. Because of the limited time remaining before November 22, the date on which Nation-wide mileage rationing begins, we are mailing a brief statement of policy and suggested procedure to the mayors of cities in your State having a population of 5,000 or over. They will be sufficiently informed to be able to act immediately upon receipt of your request. The matter of informing the mayors of all your cities, the county commissioners, and the heads of other local units about the Mileage Conservation Program should be expedited by your mileage administrator through letters, conferences, or such other methods as he may care to use. He should act as the the leader of this voluntary Mileage Conservation Program for all public agencies in the State.

Since responsibility for this program in your State has been placed in your hands, any announcement of plans to the press should come from your office. There is no intention to make press releases here on this matter until later when we can give a national report on the results accomplished in the various states.

I would greatly appreciate having you telegraph me as soon as possible the name of the official whom you designate as State Government Mileage Administrator, so that our regional and State offices may be notified. We would also be glad to receive any suggestions for the improved administration of the program that you might care to make.

Very sincerely yours,

LEON HENDERSON,
Administrator.

OFFICE OF PRICE ADMINISTRATION

WASHINGTON, D. C.

LEON HENDERSON
ADMINISTRATOR*November 17, 1942.*

DEAR MR. MAYOR:

I have sent a letter to each Governor asking him to assume responsibility for the administration of a Mileage Conservation Program for motor vehicles used in the public service within his State. It was suggested that he designate a State official, to be called the State Mileage Administrator, who should have the duty and authority of effecting at least a 40-percent reduction of motor vehicular mileage driven for public purposes by State officers and employees. Furthermore, he was requested to ask the chief executive officers of all local governmental units within his State to designate similar officials who would be charged with the responsibility of carrying out the program within their respective jurisdictions.

By way of expediting your action upon the Governor's request, we are enclosing a memorandum which explains the purpose of the program and suggests methods of administering it.

The local Government Mileage Administrator should assume general responsibility for seeing that applications for government mileage comply with the regulations. In particular, he should supervise the certification procedure described above, which is provided for applications for preferred mileage in privately owned passenger cars and motorcycles used for public purposes. This officer should also survey and analyze mileage driven in publicly owned and leased vehicles. Upon him falls the major responsibility for bringing about at least a 40-percent reduction of total motor vehicular mileage driven for public purposes. All techniques for saving mileage should be explored, and those which are feasible should be applied. These can include the pooling of passenger cars on field trips, the use of public carriers such as trains and buses wherever possible, the elimination of the use of publicly owned vehicles for private purposes, the reduction of unnecessary police cruising, and other such ways and means which are deemed appropriate to the end that all driving be reduced to the absolute minimum.

In the over-all task of reducing government mileage to the greatest possible extent, the local officer designated by you should seek the advice of the State Government Mileage Administrator, and he should also submit periodic reports of progress to the State Administrator.

We are aware that many municipalities and other local government units have already taken steps of the sort indicated above, and, in particular, that in some cases persons have, at the suggestion of Mr. Joseph B. Eastman of the Office of Defense Transportation, been appointed to survey local transportation and to direct a program for the conservation of vital war transportation in the community. If this person, usually called the Transportation Administrator, is in the public service and if he is familiar with the problems which will arise in connection with reduction of government mileage, you may prefer to place upon him the duties outlined in this letter.

We shall appreciate your cooperation in handling this vitally important matter with as much expedition as is possible.

Very sincerely yours,

LEON HENDERSON,
Administrator.

APPENDIX B

Sample Laws, Orders, Rules, Regulations, Operational Forms, and Maintenance Instructions Which Are Being Used

Included in this section are sample laws, orders, rules, regulations, operational forms, and maintenance instructions which are applicable to the administration of the Government Mileage Conservation Program. They are presented as examples to be followed rather than prescriptions which must be adopted. Variations in size, function, and method of operating under the Government Mileage Conservation Program will necessitate certain changes and adaptations for use in a particular situation.

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Legislative Act Putting Mileage Conservation Program Into Effect in
the State of South Dakota—Not Merely a Wartime Measure of
the State, but a Permanent Legislative Move Aimed
at Reducing Governmental Expenditures

AN ACT entitled, An Act to Provide for Saving of Tires, Gasoline, and Expense in the Use of Motor Vehicles Employed in State Service; Authorizing the Governor to Require Compliance by all State Departments, Institutions, Agencies, and Officers; Providing for Use of Vehicles Owned by Various State Departments in the Service of Other Departments; Providing for Use of State-owned Garages and Other Facilities for Servicing Automobiles; Authorizing Appointment of a Commission and/or Officers to Assist in Administration; and Authorizing the Making of Rules and Regulations and Declaring an Emergency.

Be it Enacted by the Legislature of the State of South Dakota:

SECTION 1. That the governor is hereby authorized to effect a saving of tires, gasoline, and expense in the use of motor vehicles employed in any manner in the service of the State of South Dakota, whether owned by the State or owned by private individuals and used in State service, by appointing a commission or commissions, and such officers and employees as may be necessary, and by making such executive orders or promulgating such rules and regulations as to him may seem necessary to accomplish the purposes and intent of this act. Any or all officers or employees of the State of South Dakota may be appointed by the governor to assist in the performance of the duties prescribed by this act, and without additional compensation.

SECTION 2. All State departments, agencies, officers, and employees, are hereby required to comply with the orders or with the rules and regulations which may be made or promulgated hereunder, and no expense of operation of State-owned or privately owned motor vehicles in State service shall be paid in cases where the provisions of this act or orders, rules, or regulations made thereunder, are not complied with.

SECTION 3. Without in any manner limiting the general powers hereinbefore prescribed, the governor is authorized to fix the rate of pay for use of privately owned vehicles when a single person is using the vehicle, and on an ascending scale when additional passengers are carried; to grant or refuse permits to travel by motor vehicle at State expense; to require payments of the expense of said travel from different departments, officers, and agencies of the State when their personnel is traveling with other motor vehicles; to set up and maintain a revolving fund under the supervision of the secretary of finance; to collect and disburse mileage payments and motor vehicle disbursements equitably between the several departments, agencies, and officers of the State; and to require travel by public conveyances when same are available.

SECTION 4. The provisions of this act shall not apply to the legislative or judicial departments of the State government.

SECTION 5. The provisions of SDC 44.04 shall not apply to carriage of passengers under the provisions of this act.

SECTION 6. All laws or parts of laws in conflict herewith are hereby expressly repealed.

SECTION 7. Whereas, this act is necessary for the immediate support of the State government and its existing institutions, and for the preservation of the public peace, health, and safety, an emergency is hereby declared to exist and this act shall be in full force and effect from and after its passage and approval.

Approved March 2, 1943.

Governor's Executive Order Putting Mileage Conservation Program Into Effect in the State of New Jersey

Executive Order No. 16

I, Charles Edison, Governor of the State of New Jersey, pursuant to the power vested in me by chapter 251 of the Laws of 1942, do hereby appoint Wayne T. Cox of Woodbridge, New Jersey, to be State Government Mileage Administrator in and for the State of New Jersey.

I do hereby order and direct that the State Government Mileage Administrator shall be vested with the following powers and duties:

1. To exercise all necessary authority to effect a reduction of motor vehicle mileage traveled for the State by 40 percent or more of the 1941 mileage.

2. To secure compliance with the mileage rationing regulations by:

a. Supervising the certification to the appropriate War Price and Rationing Boards, of applications of agents, officers, representatives or employees of the State of New Jersey for preferred mileage for State-owned and privately owned motor vehicles used for State purposes, as well as applications for tires.

b. Assuming responsibility for making an analysis of those official duties and functions which cannot effectively be performed without travel by State-owned and privately owned motor vehicles.

3. To secure observance of the 35-mile per hour speed limit by State employees driving on State business.

4. To stimulate and coordinate activities of local Government Mileage Administrators in the State; and

I do hereby further order and direct that, pursuant to the obligation imposed by chapter 251 of the Laws of 1942, every department, commission, institution, agency, and board and every officer, agent and employee of such department, commission, institution, agency and board shall fully cooperate with the State Government Mileage Administrator.

CHARLES EDISON,
Governor.

DECEMBER 15, 1942.

Manual Issued by the U. S. Department of Labor Governing a Centralized System of Travel Control

POLICIES AND PROCEDURES GOVERNING MILEAGE CONSERVATION AND USE OF GOVERNMENT-OWNED AND PRIVATELY OWNED MOTOR VEHICLES USED IN CONDUCTING OFFICIAL BUSINESS FOR THE U. S. DEPARTMENT OF LABOR

INTRODUCTION

The purpose of this Manual is to outline the policies, procedures, and requirements effective July 1, 1943, pertinent to the use of motor vehicles in the service of the Department, in order to conserve mileage during wartime conditions and provide an effective means of administrative management during the wartime period and the period of peace and reconstruction to follow.

1.00 *Policies To Be Observed*

1.01 The authority of the Department Mileage Administrator, as vested in the Chief Clerk, may be delegated as determined by the Chief Clerk.

1.02 The theories and principles relating to "car pooling" as specifically described herein for practical use shall be observed.

1.03 Advance itineraries must be scheduled by the traveler, except in cases of emergency, to allow operation of a car-sharing plan.

1.04 The objective sought shall be a 40-percent over-all reduction, or more, of mileage in 1944 over 1941 on a departmental-wide basis.

1.05 Records shall be maintained and reports made by the Deputy Mileage Administrators to afford a medium for management control of motor vehicle use.

1.06 All proposed applications for gasoline rations, tire rations, and motor vehicle purchase rations, shall be approved by the Deputy Mileage Administrators, for the Mileage Administrator.

1.07 Travel by automobile should not be authorized in instances where adequate public transportation facilities are available and practicable for use and, *where practicable*, such mode of travel must have specific authorization for each specific trip.

1.08 Mileage reimbursement may be allowed at the rate of 5 cents per mile in instances where travel includes transportation of one or more additional passengers on official business for the Government.

1.09 Use of Government-owned pool cars shall be restricted to specifically named personnel of the Department and upon a showing of need.

1.10 Waiting time on Government-owned pool cars shall be restricted to a maximum of 10 minutes.

1.11 All chauffeurs, when not performing such duties, shall perform other clerical or custodial tasks as may be assigned.

1.12 The "dollar a year" personnel of the Divisions of Labor Standards are exempt from these regulations.

2.00 *Authority and Designation of the Government Mileage Administrator*

On February 23, 1943, the President addressed the following memorandum to the heads of all departments and agencies in the Federal Government: [Follows a copy of the President's letter (see p. 26)] * * *

The Chief Clerk of the Department has been designated to act in this capacity [Mileage Administrator] and is authorized to appoint such number of mileage administrators deemed necessary.

3.00 *Authority and Designation of Deputy Mileage Administrators and Car Pooling Coordinators, and Responsibility of Travelers*

3.01 *On the bureau level.*—Within each bureau or division the employee responsible for the business management functions of the bureau or division shall be the Deputy Mileage Administrator and shall be responsible for carrying out all policies except those expressed in paragraphs 1.02, 3.02, and 3.03.

3.02 *On the field level.*—Within each regional area (comprising all regional, branch and field offices) the Administrative Assistant of the Wage and Hour and Public Contracts Divisions is designated Regional Car Pooling Coordinator and

shall be responsible for carrying out the "car pooling" policy. The Coordinator in the regional offices shall designate some one employee in each of the branch and field offices to act in a similar capacity under the supervision of the Coordinator.

3.03 *On the departmental level.*—On this level the Chief of the Division of Budgets and Accounts in the Washington Office and the Business Manager of the Wage and Hour and Public Contracts Divisions in the National Office in New York City shall perform the functions assigned to the Regional Car Pooling Coordinator for all employees assigned to those respective office locations.

3.04 *Traveler's responsibility.*—The success of this mileage reduction program depends to a large extent on the whole-hearted cooperation of the traveler and the officer who authorizes his travel. Cited below is the traveler's responsibility in this program:

3.041 He must contact the Car Pooling Coordinator (as distinguished from the Deputy Mileage Administrator—see 3.01 and 3.02) prior to beginning any trip, from any office of the Department of Labor, irrespective of the mode of travel which he proposes to use, to ascertain to what extent there are other facilities which may be used.

3.042 He must furnish in writing or verbally to the Car Pooling Coordinator his proposed itinerary. This should be furnished as far in advance as possible and should consist of the following data: —

- Name and title.
- Estimated date and time of departure.
- Estimated date and time of arrival.
- Estimated date and time of return.
- Points to be visited and estimated length of stay.
- Proposed mode of transportation.

3.043 He must state on all vouchers if mileage reimbursement is claimed that at the time of required departure, clearance was made with the Car Pooling Coordinator.

4.00 *Mileage Budget*

One of the administrative tools which may be used to control mileage is the establishment of a mileage budget on the same lines that funds are allotted. The Deputy Mileage Administrator of each bureau should establish on a monthly or quarterly basis the total amount of automobile mileage that may be incurred during any such period. The base to be used is the 1941 mileage, taking into consideration increased war activities since then which require travel. The goal to be achieved is a 40-percent reduction or more in 1944 under 1941 travel. These mileage budgets should, of course, be flexible and may vary from period to period depending upon the workload.

5.00 *Car Pooling Policy*

Upon receipt of information from the traveler on proposed travel itineraries and, when deemed practical, the Car Pooling Coordinator shall suggest alternate dates or time of departure to the traveler or his supervisor. Each privately owned motor vehicle used in the Department's service should be considered only as a means of transportation and every traveler should cooperate with the Car Pooling Coordinator to combine trips of employees within or between bureaus. The governing question as to the use of one or the other type of transportation is practicability, necessity and utilization of manpower and available facilities. Sometimes it is possible to delay a proposed trip in order that car pooling facilities can be utilized. It must be borne in mind that the department cannot force the use of privately owned motor vehicles for this purpose, and it is for this reason that additional mileage is allowable as an incentive. It is not anticipated that employees will raise objections to this procedure required in the interest of the war effort. Combining trips of various employees requires practical judgment; and full knowledge of the geographical characteristics of the territory and of proposed travel is necessary in order to eliminate inefficient "pooling." It wouldn't be considered efficient if an essential function to be performed by one employee requires only "one stop," whereas the other employee has to make 20 or 30 stops. No hard and fast rule can be laid down. Each Car Pooling Coordinator must be on his own to apply practical, every day common sense to the problem of working out "feasible combinations."

6.00 *Mileage Reimbursement*

Mileage reimbursement may be allowed at the rate of 5 cents per mile only when one or more additional passengers are carried on official business for the Government and only to the extent of the actual mileage for which such passengers were transported. In all other instances, the mileage reimbursement rate shall be 4 cents a mile.

7.00 *Mileage Records for Privately Owned Motor Vehicles*

Each Deputy Mileage Administrator (referred to in paragraph 3.01) shall maintain a 5 x 8 mileage record card for each privately owned motor vehicle used by the employee on official business for the bureau. [An accompanying memorandum required each employee traveling on official business to furnish to his Deputy Mileage Administrator data needed to complete this record as follows: name, automobile license number, make of car, model, serial number, motor number, state registered, date purchased, local Ration Board number and address, and average miles per gallon.] Sample type of card to be maintained is contained in this manual as exhibit A. It is important to note that the mileage data to be recorded is that applicable only to official business of the department and for which the employee is entitled to reimbursement. All basic mileage required by the form must be obtained and kept current because these records are basic to continued determination as progress towards the mileage-reduction goal. It is the responsibility of the mileage administrators to obtain 1944 mileage data from the individual's travel voucher data.

8.00 *Use of Department-Owned Motor Vehicles*

Except for the Secretary's automobile, all cars shall be continued as a part of the "pool service" available to officials and employees of the Department referred to above. Bureau heads need only contact extension 150. Waiting time at point of destination shall not exceed 10 minutes' duration. The Department-owned car in Puerto Rico shall be under control of the Regional Director of the Wage and Hour and Public Contracts Divisions for use in connection with the enforcement activities of those Divisions, and he is required to maintain the record required (exhibit B) and report the data required to the Business Manager of the Wage and Hour and Public Contracts Divisions. The trucks shall be continued in use as delivery trucks for supplies and movement of equipment between the six locations of the Department in Washington. The motorcycle, weather permitting, will be used only for emergency messenger or delivery service. All trucks and the motorcycle shall be under the control of the Division of Publications and Supplies. Individual "Record of Department-Owned Motor Vehicles" form shall be maintained by that Division for each Department-owned motor vehicle located in Washington.

9.00 *Clearance of Applications to Office of Price Administration*

The local War Price and Rationing Boards will not grant gasoline, tire, or motor vehicle purchase rations for official mileage without the certification of the Mileage Administrator. Administratively, each employee should be informed of this requirement by his or her Deputy Mileage Administrator and obtain clearance from the Deputy Mileage Administrator before making application to the local board. Certification by the Deputy Mileage Administrator for the Mileage Administrator for official gasoline rations *for vehicles owned by the Government* should be made on OPA Form R-551 and of all supplemental gasoline rations for B and C books *for privately owned motor vehicles* on OPA Form R-535 when involving official mileage on privately owned cars. The Deputy Mileage Administrator should compare the requested ration with current usage as shown on the Employee's Mileage Record Card and ascertain to what extent the policy of reduction has been effected. Any requested increase for gasoline rations should be justified by the employee's supervisor and closely watched thereafter to determine if warranted. The Deputy Mileage Administrator should then mail the application, together with the certification, to the employee for submission to the applicable local War Price and Rationing Board. In certifying to the application, the deputy Mileage Administrator for the Mileage Administrator shall specifically indicate concurrence or, if not concurred in, the extent to which the requested rations should be reduced, and the employee and his supervisor notified accordingly. The same procedure should also be adhered to with respect to tire and vehicle purchase rations. All incoming

correspondence or inquiries on this subject will be routed to the applicable Deputy Mileage Administrator and the Deputy Mileage Administrators are authorized to approve the application for the Mileage Administrator as follows:

Approved: James E. Dodson, Mileage Administrator.
Per: Deputy Mileage Administrator.

16.00 Reports Required

Within 20 days after the close of each month, each Deputy Mileage Administrator shall submit a report to the Chief Clerk showing:

10.01 The gross total of motor vehicle mileage incurred on official travel for the last month of record;

10.02 The number of employees who used such means of transportation during the month, and the number thereof who were carried as passengers;

10.03. A comparison of the above figures with those applicable to the month previous thereto.

Exhibit A.

EMPLOYEE'S MILEAGE RECORD CARD

Employee's name_____		State registered_____
Tag No._____		Date purchased_____
Make_____		Local Ration Board No._____
Model_____		Address_____
Serial No._____		Average miles per gal._____
Motor No._____		
July_____	November_____	March_____
August_____	December_____	April_____
September_____	January_____	May_____
October_____	February_____	June_____

Exhibit B.

RECORD OF DEPARTMENT-OWNED MOTOR VEHICLES

Tag No.-----	Year-----	Date purchased-----
Make-----	Model-----	Purchase order No.-----
Serial No.-----		Original cost-----
Motor No.-----		Appropriation-----
Chauffeur-----		Assignment-----

[illegible]

Rules and Regulations Setting Up a Centralized System of Travel Control for the State of New Hampshire

STATE OF NEW HAMPSHIRE

TRAVEL DIVISION

CONCORD

RULES AND REGULATIONS

(As Amended)

General (as Passed by the Governor and Council)

1. The Division shall have the following powers and duties:

(a) To approve all mileage payments for State and privately owned motor vehicles used in the State service.

(b) To refuse payment to an employee for unnecessary mileage when reasonable foresight would obviate such travel, and no adequate justification for such waste is supplied by either the employee or the department head.

(c) To delay travel for a reasonable period when no passengers are available to a given point, except when such travel is urgently necessary upon the date applied for. To handle cases of individual riding as may be required to comply with any gasoline rationing provisions which require pooling.

(d) To require from departments weekly schedules of travel for all employees, regularly engaged in travel, whenever feasible.

(e) To prescribe rules and regulations not inconsistent herewith to carry out the purposes hereof.

(f) To assign State-owned passenger motor vehicles to the various departments in such manner as may best accomplish maximum eligible service therefrom.

(g) To keep records of the use made of all State or privately owned motor vehicles used for State service in order that rationing regulations of the Federal Government may be taken advantage of to the fullest extent.

(h) To assign passengers from various departments to privately owned vehicles used in the so-called pool service in order that maximum feasible use may be made of each such vehicle.

(i) To study and recommend methods by which employees of one department may be employed by other departments at various locations.

(j) To apportion between departments the mileage allowances both for the use of State or privately owned motor vehicles.

(k) To furnish upon request to departments located at Concord and to employees located elsewhere, currently effective schedules of all common carrier services from and to base points to and from points outlined in the request.

State-Owned Motor Vehicles

2. State-owned motor vehicles shall be used solely for purposes which come within regulations made by the Federal Government for rationing of tires and gasoline, or so-called eligible services.

3. Privately owned vehicles shall not be used for such eligible services whenever there are available at the base point State-owned vehicles not otherwise assigned for use.

4. No State-owned vehicle shall be assigned for exclusive use by any department or individual, provided that such vehicles may be assigned to be used primarily by one department, if such department performs eligible services continuously.

5. The rates to be charged for use of State-owned vehicles shall be as follows: 5 cents per mile per person.

Exception: 1. Where in the discretion of the Division such vehicle is assigned to one department for primary use, the rates to be charged may vary from the above as may be agreed between the department concerned and the Division.

2. The charge to any one department shall not exceed 10 cents per mile on any one trip regardless of the number of passengers.

6. The necessary automobiles for the so-called State-owned pool shall be purchased on authorization by the Governor and Council and paid for from funds which the Governor and Council will, by resolution, make available or which may be transferred from time to time. The moneys paid in by departments to the Travel Division for the mileage of State-owned automobiles shall be available to said Division for paying expenses of maintenance, operation, repairs, and insurance on said automobiles and for the necessary overhead expenses required to operate the Division.

Privately Owned Motor Vehicles

7. No mileage reimbursement for use of privately owned vehicles shall be allowed unless prior authorization for travel has been secured from the Division, provided that in cases where travel is required because of an emergency the Division may approve the same without prior authorization, and provided, further, that the Division may, by special rule, provide for such authorization in general terms rather than for each specific trip and may also provide in case of vehicles located outside Concord for authorization from such home location by agents of the Division.

8. Except for good cause shown, no mileage allowances shall be granted for motor vehicle travel whenever reasonable common carrier services are available.

9. Any employee of the State, owning a motor vehicle which is used in the so-called pool who has received or who shall receive tires or retreads under the rationing system shall notify the Division of that fact and the applicable regulation under which such tires or retreads were secured. The Division shall thereafter assign to such pool vehicles only employees engaged in services which maintain the eligibility for tires or retreads under the stated regulation.

10. The mileage reimbursement to owners for vehicles used in State service not in pool service when permitted shall be at the rate of 5 cents per mile.

11. The mileage reimbursement to owners of vehicles used in state service in pool services shall be as follows:

	<i>Cents per mile</i>
a. Owner driving-----	5
b. Owner driving—one passenger-----	7
c. Owner driving—two passengers-----	9
d. Owner driving—three or more passengers-----	10
e. Other than owner driven-----	10

12. All departments shall be billed by the Division at a rate of 5 cents per mile per person, except that the charge to any one department shall not exceed 10 cents per mile on any one trip regardless of the number of passengers.

13. Any moneys over and above those required to compensate owners of private automobiles for mileage at rates fixed by section 11 of this resolution shall be available to the said Travel Division for paying necessary overhead and expenses.

Review

The Governor and Council have a review and final decision on any matter concerning the operation of the Travel Division.

Exemptions

Unsalaries boards and commissions, the Governor and Council, the judiciary, and the legislature, are exempt from the provisions of these rules and regulations because of the irregular and occasional nature of duties.

In accordance with the provisions of the foregoing regulations, the following are established by the Travel Division:

Travel Originating at Concord

1. In order to secure travel authority, departments or individuals shall submit to the Travel Division, daily before 1 p. m., their travel requests for the following day or days. Travel authority may be requisitioned on forms which will be provided to the departments, or by telephone or personal call directly at the Travel Division office. The advance arranging of itineraries and request for authority on printed forms is strongly urged. The Travel Division shall, forthwith, issue

the necessary travel authority and notify departments or individuals, if possible before 5 p. m. on the same day, of the travel method assigned. If travel authority is not completed before 5 p. m., the individual seeking authority will be notified at home. If employees of other departments are to travel in a State-owned or privately owned pool vehicle, the operator of the vehicle, as well as the individuals involved, will be advised accordingly. When circumstances arise after 1 p. m. requiring travel on the following day, an individual may, if it is impossible to defer such travel until a later date, secure travel authority by direct contact with the Travel Division.

2. No prior travel authority shall be required for travel via common carrier services. Payment for such travel will be made in the usual manifest form now employed by the departments.

3. When travel is required because of an emergency, and the securing of prior authority is impossible or impracticable, such travel should be performed and a report thereof submitted to the Travel Division *within 2½ hours after the completion of such travel*. Forms will be provided the various departments for the reporting of such emergency travel.

4. Employees of departments to whom a State-owned vehicle is assigned, except those assigned for primary use, shall, during regular office hours of the Travel Division, *report directly by telephone to the Division the return to the State Highway Garage of such vehicle*. The return of such vehicles outside office hours shall be reported to the watchman or other designated official at said State Highway Garage.

Travel Originating Outside Concord

1. Until subagencies of the Division are in operation, and except when reasonable common carrier services are available, all travel by privately owned vehicles used in the State service, which travel originates outside Concord, is hereby authorized.

2. No prior travel authority shall be required for travel via common carrier services. Payment for such travel will be made in the usual manifest form now employed by the departments.

3. Subagencies of the Travel Division will be set up in the following areas: Berlin, Claremont-Newport, Dover-Durham-Rochester, Keene, Exeter-Newfields, Laconia, Manchester, Nashua, Portsmouth, in such order as may be determined by the Governor and Council. Upon the opening of such subagencies, all travel originating in these areas will require prior authorization from the subagency. Employees in these areas will be advised of the location of the subagency and the effective date of its operation.

Financial

1. Travel Expense Accounts (Comptroller Form A9A) for all travel by privately owned vehicles and containing only mileage claims, shall, after approval by department heads, be submitted to the Travel Division. Meal, hotel, and other expenses should be submitted for payment to the department concerned in the customary manner. Departments will be billed for travel by privately owned vehicles in accordance with the provisions of General Rule No. 12. Owners of vehicles so operated for approved travel will be paid by the Travel Division in accordance with the scale provided in General Rule No. 11. Travel Expense Accounts which are submitted to the Travel Division should contain the travel authority number issued by the Travel Division or its subagency, and the names of employees of the same, or other departments, who traveled in the vehicle for which mileage payment is sought.

2. When more than one employee travels in a privately owned pool vehicle, the only Travel Expense Account submitted to the Travel Division is that of the owner-driver.

3. Employees of departments to whom a State-owned vehicle is assigned for use, except those assigned for primary use, shall submit to the Travel Division, following such travel, a memorandum showing:

- a. The date or dates of such travel.
- b. The speedometer mileage reading at the start and finish of such travel.
- c. A list of departments, if any, employees of which were transported for all or any portion of said travel, and the amount thereof.

Departments will be billed for travel by State-owned vehicles in accordance with the provisions of General Rule No. 5.

4. The Travel Division will manifest payments for the use of privately owned motor vehicles on the 10th and 25th of each month. In order to assure inclusion on these manifests, Travel Expense Accounts should reach the Division by the 5th and 20th of each month. Checks will be forwarded to departments for distribution to employees.

Insurance

For all privately owned automobiles operated in "pool" service, there shall be filed with the Travel Division a Certificate of Public Liability and Property Damage Insurance. Vehicles in "pool" service are those which, when the owner is operating the vehicle, carry employees of the same or other departments. Insurance policies on such vehicles must contain a "Carrying a Fellow Employee" endorsement, and provision for a 10-day notice to the Travel Division in the event of cancellation of said policy. Certificate forms will be supplied to car owners upon application to the Travel Division.

By Order of Travel Division.

PAUL H. BLAISDELL,

Director.

January 1, 1943.

Memorandum of General Policy Governing Decentralized
Government Mileage Administration Program in
U. S. Department of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON

Office of Plant and Operations.

March 18, 1943.

Plant and Operations Circular No. 111.

*General Policy Governing Government Mileage Administration Program
for U. S. Department of Agriculture*

Organization:

1. *Department Mileage Administrator* . . . [Appointed by Secretary of Agriculture; authorized to supervise the use of government and privately owned or leased motor vehicles being driven in the service of the Department, to make studies of the use of rubber-borne vehicles and establish procedures whereby unnecessary driving can be eliminated.]

2. *Department Equipment Management Council* . . . [Established to advise the Equipment Conservator and Mileage Administrator on policy and procedural matters incident to the formulation and development of the foregoing and related programs.]

3. *Mileage Administrators for each Administration and Independent Bureau and Office.*—Heads of Administrations, Independent Bureaus and Offices, who are concerned with the use of automotive equipment, will designate a Mileage Administrator for their respective organizations who will be responsible for administration of the Mileage Program at this level, and such other staff as may be required to conduct the program at the various levels as follows:

(a) *Deputy Mileage Administrators for Administrations and Constituent Bureaus, and Independent Bureaus and Offices.*—In order to achieve some general uniform pattern, this title should be restricted to use in Washington, D. C., by persons designated to assist the Mileage Administrator, either at the Administration, Independent Bureau or Office level, or by persons responsible for administration of the program at the constituent bureau level.

(b) *Regional Mileage Administrators or Field Mileage Administrators for Regions or other forms of field organization.*

(c) *Operations Control Officers.*

(d) *Vehicle Operators.*

Objectives:

1. *A study of rubber-borne vehicle distribution and usage in order to effect maximum conservation of equipment, rubber and related supplies.*—In view of the request of the President, as set forth in his memorandum of February 23, 1943, . . . and that of the Director of the Bureau of the Budget, as set forth in the last paragraph of his Circular No. 412, dated February 6, 1943, . . . each Administration, Independent Bureau and Office should immediately initiate studies of the present uses of automotive equipment and effect such controls and such substitutes as may be necessary to reduce uses to a minimum. Reports of the results of these studies shall be submitted, through appropriate administrative channels, to the Mileage Administrator as may be required.

2. *Reduce travel mileage of Government and privately owned or leased motor vehicles operated by official personnel of the department by at least 40 percent below the fiscal year 1941 totals.*—In order to accomplish this objective, it will be necessary to maintain accurate, current and complete records of all rubber-borne equipment as a basis for initiation of effective studies of the distribution and utilization of equipment and the periodic reporting of pertinent information through appropriate administrative channels, to the Mileage Administrator as may be required.

3. *Establishment and maintenance of a mileage budget.*—The President, in his message, calls upon all departments and agencies of Government to reduce their total mileage by at least 40 percent of that driven in 1941. The Department of Agriculture expects to reach that goal, without sacrificing essential services, through the use of a mileage budget plan, to be developed and effectuated by the Mileage Administrator, with the assistance of the Department Equipment Management Council.

ARTHUR B. THATCHER,

Chief, Office of Plant and Operations.

Letter Indicating Authority and Instructional Bulletin Outlining a
Decentralized, or Departmental, System of Control
for the State of Michigan

STATE OF MICHIGAN

STATE GOVERNMENT MILEAGE ADMINISTRATOR

STATE CAPITOL, LANSING, MICHIGAN

November 25, 1942.

To All State Departments and Agencies

GENTLEMEN: This is to advise you officially of the newly established "Michigan State Mileage Rationing Administration" with offices presently located in the Capitol Building, Lansing, Mich. The administrator is Mr. C. F. Van Blankensteyn.

The establishment of this new agency and the appointment of its administrator, follows a recommendation received from Mr. Leon Henderson, Office of Price Administration, Washington, D. C. . . .

Hereafter, from time to time you will receive communications from Mr. Van Blankensteyn conveying information, requests for information or instructions respecting the state Mileage Rationing Program.

Will you kindly accept these communications as bearing the approval of the State Administrative Board, which will determine all practices and policies respecting the State Government Rationing Program.

You are requested also personally to make all persons in your department who direct or authorize official travel fully responsible for limiting such travel to the minimum sufficient to meet essential requirements. These persons should be encouraged to devise means of combining trips, pooling rides, using alternative transportation, etc., so as to execute more official business per trip.

Your fullest cooperation is imperative.

Very truly yours,

E. A. GUMP,
Secretary of State Administrative Board.

STATE OF MICHIGAN

STATE GOVERNMENT MILEAGE ADMINISTRATION

STATE CAPITOL, LANSING, MICHIGAN

December 14, 1942.

Inst. Bulletin No. 2.

Subject: Departmental and agency "Mileage Rationing Administration" with reference to *all* use of passenger cars upon official business.

To: Heads of all state departments and agencies.

1. Instructional Bulletin No. 2 has been prepared as a guide respecting the establishment of simple yet effective administrative controls over official travel by members of State departments and agencies. . . .

2. What is given in this bulletin suggests a general outline of procedures which after such modifications as special conditions may require, should be adopted by each State department and agency. . . .

3. The first step to be taken by the Administrator is to decide who shall be given the duty actively to supervise and to direct "Mileage Rationing" throughout his department. In some of the smaller departments and agencies, the administrator will choose to do this himself. This may be the case also in some of the larger departments. In all, however, the importance of the program warrants the administrator keeping currently informed of his department's participation, and occasionally making decisions respecting changes in customary procedures to reduce travel.

4. Next, depending on the size of the department or agency, selection should be made of subordinates to assist in supervising and directing travel. Generally, the duty of supervising and directing travel by passenger car will involve:

a. Decisions whether the travel by passenger car or other means for which approval is requested can be avoided by:

- (1) Use of United States mail.
- (2) Use of telephone or telegraph.
- (3) Assigning the person requesting passenger car use to a place in a vehicle previously scheduled for the same destination.

b. Transmitting to the divisional or departmental head, suggestions to reduce passenger car travel by making adjustments in customary or conventional practices so as to eliminate in many instances, need for travel of any kind.

One of the most effective things that can be done is to put a "price tag" on every function which, in the past, has either directly or indirectly resulted in passenger car travel. Once this has been done, persons experienced in the general operations of the department or agency will find many ways by which to reduce "Mileage" without hindering essential performance.

5. The personnel selected for active supervision and direction of travel should be thoroughly instructed respecting their duties. The "Rules" to guide them in these duties should, so far as possible, be reduced to writing. Each should apply the "Rules" substantially as follows:

- a. Determine what "rule" applies in a given case.
- b. If the "rule" approves travel, approve the request for travel.
- c. If the "rule" denies travel, inquire thoroughly into all circumstances involved for the purpose of learning whether a sound basis exists for making an exception. If there seems to be such a basis, the applicant should be referred with recommendations noted upon his request to the person in the department highest in authority respecting travel. The latter should approve or disapprove the request. He should also make memorandum of the special circumstances involved for future consideration in connection with possible revisions of the "rules."

If no basis for an exception to the rule is found upon inquiry, the request should be disapproved.

If uncertainty exists as to whether to approve or disapprove, the request shall be referred to the next higher superior of the person to whom it was first submitted.

NOTE.—Requests for approval of passenger car travel on official business should always be submitted to a department member of higher classification than that of the person making the request. Heads of subdivisions of departments who are located at a distance from their superiors must make their own decisions respecting personal use of passenger car mileage. These decisions, of course, must be consonant with the known or understood desires of their superior.

6. Suitable forms should be prepared and used for making requests for approval of passenger car use (either State owned or privately owned) on official business. Also, the Form GR-3 supplied by the State Mileage Rationing Administration should be used as directed. Instructions for using this form are given in the following paragraphs. [Form GR-3 is illustrated on page 52.]

7. Form GR-3 is issued through the office of the Auditor General, State of Michigan. *It is to be used as directed in connection with the operation of every passenger automobile used upon state government business*—regardless whether such vehicle is privately or state owned. Every trip in a State-owned passenger car will be recorded on GR-3. With privately owned passenger cars, only trips on official state business will be recorded on GR-3.

8. . . . The manner of logging required travel data should be apparent upon inspection of the form. To avoid any occasion for serious error, however, the following instructions are given:

- a. All information desired, as indicated by the form, must be given.
- b. Each form is used for as many days as its space will permit.

For example, if use of the form begins January 1 (as it will), in the date column will be placed the numeral "1" on the first line provided for travel data. Across the line from this numeral will be placed the rest of the required data as it becomes available. Before starting, there will be the speedometer reading.

If gasoline is obtained on the trip, the number of gallons will be recorded in the appropriate column according to whether it is purchased at a gasoline station or obtained from a State-owned bulk tank. At the end of the trip the speedometer reading and the miles traveled will be recorded.

The trip itself will be described briefly. Likewise, the purpose of the trip. The name of the driver will be indicated by initials or signature—either is permissible so long as it will identify the driver to the person who authorizes travel.

Only one date numeral need be used for all travel on a given day. Thus, if there are five trips on January 1, there will be four spaces between the numeral "1" and the numeral "2," assuming there are trips the next day. If there should be no trips on the 2d, the next number will be the date of the next day upon which there is travel.

c. As each sheet is filled the miles traveled and gallons of gasoline obtained are totaled and carried forward to the next sheet where they are recorded in the space at the head of the appropriate columns. Thus, the last sheet for travel throughout a month will show the total number of miles driven, the number of gallons obtained at gasoline stations and from State bulk tanks.

9. Department heads shall decide whether GR-3 sheets should be turned in currently for inspection and approval as filled out, or all at the end of each month. It is recommended that they be turned in currently to the person designated to direct or authorize travel. By so doing, this person may best study daily travel and improve his effectiveness.

10. At the end of each month, the person referred to in paragraph "9" will check the totals of miles and gallons of gasoline given on the last sheet against those shown on the sheets for preceding periods. When these are verified he shall record them on the summary form GR-4 which, approved by the department head, will be transmitted to the State Government Mileage Administrator. Department summaries for passenger car travel will be transmitted not later than the 10th of the month following that to which such summaries relate. [Form GR-4 is illustrated on page 53] . . .

11. Department heads should provide for the safekeeping for reference of GR-3 forms. Until further advice, it should be planned to keep them a period of 1 year.

C. F. VAN BLANKENSTEYN,
State Mileage Administrator.

Request for Travel Authority Form Used in the State of Tennessee.—

This form must be submitted by all employees requesting authority to travel on government business. The form is filled out in detail by the employee requesting authority to make the trip, and approved by his department or division head. Each request for travel indicates the complete itinerary for the trip; and if an automobile is to be used, specific reasons for its use rather than that of a public carrier must be given.

STATE OF TENNESSEE**DEPARTMENT OF TRAFFIC AND TRANSPORTATION****NASHVILLE**

*Request for Mode of Travel:

Check Preference

 Bus -----
 Train -----
 Plane -----

Date ----- Name of Employee -----

Department ----- Division -----

 Telephone { Business -----
 Residence -----

Planned Itinerary (show complete for each trip):

Date	From	To	Time of depar- ture	Time of arrival	Hotel
-----	-----	-----	-----	-----	-----
-----	-----	-----	-----	-----	-----
-----	-----	-----	-----	-----	-----
-----	-----	-----	-----	-----	-----
-----	-----	-----	-----	-----	-----
-----	-----	-----	-----	-----	-----
-----	-----	-----	-----	-----	-----
-----	-----	-----	-----	-----	-----
-----	-----	-----	-----	-----	-----

If the use of an automobile is desired give reason (Be specific):

Give Names of all making trip together: -----

State Car, License No. ----- is preferred. No. on trip -----

Personal Car, License No. ----- is preferred.

Signed: -----
Employee requesting travel authorityApproved: -----
Dept. or Division Head

*This request shall be filed with the State Mileage Administrator or his representative not later than 1:00 P. M. preceding date travel is scheduled, except in emergency cases, all of which must be justified.

Travel Authorization Form Required by the State of Tennessee.—Each travel voucher must be accompanied by a properly executed travel authorization form in order to be honored. Receipt of this form serves as authorization to the employee to make the specified trip. The form must be filled in and signed by the State Mileage Administrator.

STATE OF TENNESSEE
MILEAGE CONSERVATION PROGRAM

ROOM 405
STATE OFFICE BUILDING
NASHVILLE

To:----- Dept. or Inst. -----

Travel via----- From-----

You will { accompany
 { be accompanied by } -----

Period of travel-----

Date-----, 1943

State Mileage Administrator.

Must be attached to claim for traveling expenses.

Request for Travel Authorization and Approval Form Used in the State of Utah.—This form combines both the travel request and authorization. The request is signed by the department head and includes all the needed information concerning the proposed trip. The approval is signed by the State Mileage Administrator on behalf of the Commission of Finance. Printed in triplicate, the 1st Copy (white), 2d Copy (yellow), and 3d Copy (blue) are routed as indicated at the bottom of the form.

STATE OF UTAH

REQUEST FOR SPECIFIC TRAVEL AUTHORIZATION

Your Request Number _____

To the Department of Finance,
State Capitol Building

Date _____

Request is hereby made that travel be authorized as hereinafter set forth:

Name of Requesting Department _____

Name of Traveler _____

Date Leaving _____

Date expected to return _____

Destination of travel _____

Leaving from _____

Proposed means of conveyance _____
(Private car, train, bus, etc.)

Estimated total of expense to be incurred: \$ _____

Reason for travel _____

Signed _____

Department Head

Instructions: Travel authority number as shown above must appear on all travel claims.

APPROVAL

Date Approved _____, 194__ Signed _____

For Commission of Finance

Memorandum Space for Use of Division of Accounts

Travel Voucher Number _____ Amount \$ _____

Travel Voucher Number _____ Amount \$ _____

Travel Voucher Number _____ Amount \$ _____

Other Memoranda: _____

Routing:

1st Copy, Accounts & Control.

2nd Copy, Accounts & Control—then, Requesting Department.

3rd Copy, Department Copy.

Release, or Mileage Form, Used by the State of Washington in Operating Its Motor Pool.—In order to have use of a State car, an employee must secure a Mileage Form, authorizing its release from the pool. Use of the car must be authorized by a designated individual in each department. The date, hour, and speedometer reading is recorded when the car is taken out and returned. The form is printed in triplicate, the original on white, duplicate on pink, and triplicate on green.

STATE OF WASHINGTON

Original No. _____

Automobile Pool No. _____ Location _____

Date _____

Please release car to _____

For trip to _____

For the following official State Business _____

Department

By _____

Returned—Date _____ Hour _____ Speedo _____

Taken out—Date _____ Hour _____ Speedo _____

Total Miles _____

I have had this car in my possession and certify that the above is a correct statement and that this car has been used only on official State business.

Operator _____

Charge to _____ License No. _____

Daily Report of Car Driver for the State of South Dakota.—Following each day’s motor travel, the car driver must submit to a reporting station the form below filled out as required. The car driver must indicate the names, departments, and travel of all passengers, and the passengers must certify to the accuracy of this record. For State-owned vehicles, the driver must report the speedometer reading for both the start and finish of the trip. The form is printed in duplicate, the original on white paper going to the Department or Institution and the duplicate on yellow paper going to the Travel Commission.

ORIGINAL

STATE OF SOUTH DAKOTA
TRAVEL COMMISSION
Pierre, South Dakota
DAILY REPORT OF CAR DRIVER

Date..... License No..... Department.....
Traveled from..... to..... Miles.....
Number of passengers besides driver.....

NAME	DEPARTMENT	FROM	TO	MILES

Speedometer Reading, State owned vehicle, Start..... Finish.....

O.K. by
..... Driver
.....
.....
.....
.....
Passengers .To Depart ☐ or Institution ☐

Daily Motor Vehicle Report, City of Zeeland, Michigan.—A type of control form used in a smaller operation. It provides for a daily record of the starting and stopping mileage; a report of purchases of gasoline, oil, grease, etc., and a tire inspection record. These daily reports are summarized on a weekly record for each equipment unit.

CITY OF ZEELAND
DAILY MOTOR VEHICLE REPORT

Date_____194__

Starting Stopping
Mileage_____Mileage_____

Oil change mileage_____

Gas _____Gal.

Oil _____Gal.

Tires_____ Serial No._____

Tubes_____

Grease _____Lbs.

Alcohol _____Qts.

Tires inspected by:_____

List repairs and parts used on vehicle:

○ _____

Driver's Name _____

Individual Record Card Used in the State of New Jersey.—One of these file cards is required to maintain mileage records on each vehicle used on government business. This card provides space for a monthly record of mileage and a percentage comparison for the same month in 1941. Space is also provided for records of tire mileage and tire condition. The back of the New Jersey card includes additional information concerning duties of the employee, car uses, reasons for not using common carrier, name of employee's supervisor, records of supplementary rations, etc. Some states use two different colored cards, one for State-owned vehicles and the other for privately owned ones.

(Department or agency)
License No.----- Owner----- Address-----
Make----- Type----- Year----- Official Station-----
Employee----- Address----- Pay-roll Title-----
Mileage (paid) 1941----- 1/1/42 to 6/30/42----- 7/1/42 to 12/31/42--
Monthly mileage average (paid) 1941----- 1942-----
Miles traveled monthly in State Service 1943 in comparison to monthly average 1941:

	1943	Plus	Minus		1943	Plus	Minus
Jan.	-----	-----	-----	July	-----	-----	-----
Feb.	-----	-----	-----	Aug.	-----	-----	-----
Mar.	-----	-----	-----	Sept.	-----	-----	-----
Apr.	-----	-----	-----	Oct.	-----	-----	-----
May	-----	-----	-----	Nov.	-----	-----	-----
June	-----	-----	-----	Dec.	-----	-----	-----

Use 1/1/42 Yes__ No__ 7/1/42 Yes__ No__ 1/1/43 Yes__ No__ Storage
----- SR 1/1/43----- Tire mileage (approx) (1)----- (2)-----
(3)----- (4)*----- (5)-----
* Tire condition : (1) N. R. GFP (2) N. R. GFP (3) N. R. GFP (4) N. R. GFP (5) N. R. GFP.
* N—new, original or standard tire ; R—re-tread ; G—good ; F—fair ; P—poor.

Commonwealth of Pennsylvania Department of Property and Supplies			Monthly Report of Daily Maintenance - Activity--Automotive Equipment.				Month _____ Dept. _____ Location _____						
Equipment No. _____			Make _____										
Date	Speedometer Readings		Miles Operated Daily	Gas	Oil	Operated By	Oil Changed	Chassis Lubric.	Battery Checked	Tire, DIR, Level Checked	Anti Freeze Qu.	Total Cost	
	Start	Stop											
1													
2													
3													
4													
5													
6													
7													
8													
9													
10													
11													
12													
13													
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19													
20													
21													
22													
23													
24													
25													
26													
27													
28													
29													
30													
31													
Total													
<p>I hereby certify that the above mileage is correct and that this automobile has been used only in the fulfillment of my duties to the Commonwealth of Pennsylvania.</p> <p>Operator's Signature _____</p> <p>Two copies of this report are to be forwarded on the last day of each month to the agency employing the operator. Repairs and parts purchased to be noted on reverse side.</p>													

Gummed Sticker for Indicating Monthly Mileage Budget for Each Vehicle Owned by the City of Richmond, Va.—A constant reminder to the driver that he as an individual is contributing his part to the war effort, this sticker is pasted on each city-owned vehicle. Its purpose is to indicate the mileage allotted monthly to each government car. The monthly mileage is shown in the proper space, and the license number of the vehicle is also given.

To The Driver

This car should not exceed
_____miles per month.

It is our patriotic duty to see that
the above mileage is not over run.

License No. _____

CAPT. A. C. HOLT,
Mileage Administrator

Post-card Report of Lubrication Service or Oil Change Used in the State of California.—A self-addressed Government post card is used to secure this record of lubrication service or oil change direct from the service station. The card is properly filled in indicating the service rendered, the date, and the speedometer reading. The card is then mailed directly to the State Mileage Administrator.

Department of _____ Div. of _____

Address _____ License No. _____

TYPE OF SERVICE RENDERED

DATE	SPEEDOMETER	1000 MILES							5000 MILES				MISCELLANEOUS							
		C. C. Drained	C. C. Flushed	Chassis	Trans. Lub.	Diff. Lub.	F.W.O.D.Lub.	Brake Cyl.	Trans. Drained	Diff. Drained	Fr. Wheels Packed	Cover-Springs	Clutch Brg.	R. Wheel Brgs.	Universals	Steering Gear	Air Cleaner	Plugs	Filter	Battery Scr'd.

After any Lubrication Service or Oil Change is performed on
State of California Motor Vehicle, fill in above information.
MAIL THIS CARD IMMEDIATELY.

Dealer Name or Station Stamp

Address

SIGN - (Signature in full)

GSA R-567

FORM APPROVED BY SUBMIT BUREAU NO. 00-0348
APPROVAL EXPIRES 12-31-49

(CHECK ONE)

<input type="checkbox"/>	Jan. 1 to March 31, 194
<input type="checkbox"/>	Apr. 1 to June 30, 194
<input type="checkbox"/>	July 1 to Sept. 30, 194
<input type="checkbox"/>	Oct. 1 to Dec. 31, 194

UNITED STATES OF AMERICA
OFFICE OF PRICE ADMINISTRATION
GOVERNMENT MILEAGE CONSERVATION PROGRAM
QUARTERLY REPORT

TO BE PREPARED WITHIN 10 DAYS FOLLOWING THE END OF EACH CALENDAR QUARTER
BY

LOCAL GOVERNMENT MILEAGE ADMINISTRATORS

Within ten days following the end of each calendar quarter, each local government mileage administrator should prepare in triplicate a report on GSA Form R-567, covering all vehicles for which he is responsible as an administrator of the program. One copy of this report should be retained in the administrator's files, and the original and one copy submitted to the state government mileage administrator.

STATE GOVERNMENT MILEAGE ADMINISTRATORS

Within ten days following the end of each calendar quarter, the state government mileage administrator should prepare in triplicate a report on GSA Form R-567, covering all vehicles used in the service of the state. One copy of this report should be retained in the administrator's files, and the original submitted to the Office of Price Administration, Automotive Supply Rationing Division, Washington, D. C. The third copy should be sent to the regional office of the Office of Price Administration for the region in which his state is located. The state government mileage administrator, after examination for adequacy, should also forward to the Office of Price Administration, Automotive Supply Rationing Division, Washington, D. C., one copy of each quarterly report submitted to him by local government mileage administrators.

FEDERAL DEPARTMENT AND AGENCY MILEAGE ADMINISTRATORS

Within ten days following the end of each calendar quarter, each federal mileage administrator in Washington, D. C., should prepare in triplicate a report on GSA Form R-567, covering all vehicles under the jurisdiction of his department or agency. One copy of this report should be retained in the files of the administrator, and the original and one copy submitted to the Office of Price Administration, Automotive Supply Rationing Division, Washington, D. C.

1. Mileage of Publicly and Privately Owned or Leased Vehicles Used in Public Service

TYPE OF VEHICLE	NUMBER OF VEHICLES IN USE				NUMBER OF MILES DRIVEN IN PUBLIC SERVICE						
	BEGINNING OF REPORT PERIOD			DURING SAME PERIOD 1941 2/	DURING CURRENT QUARTERLY REPORT PERIOD	DURING SAME QUARTER IN 1941 2/	LEAVE BLANK	FROM JAN. 1 OF CURRENT YEAR TO END OF REPORT PERIOD 3/	DURING SAME PERIOD IN 1941 2/ 3/	LEAVE BLANK	
	BY LEASEMENT		PRIVATELY OWNED								
	OWNED	LEASED									
PASSENGER 2/											
MOTORCYCLE											
TRUCK											
BUS											
OTHER											
TOTAL											

2/ Consider station wagons as passenger cars, trucks or buses according to class of gasoline ration for which they are eligible.

2/ In the absence of assembled data for 1941, make best possible estimate and so indicate by an asterisk (*).

3/ These columns need not be filled in on report for first quarter of a calendar year.

2. Attach a separate statement to the initial quarterly report describing measures taken to reduce mileage. This should cover such matters as the pooling of cars, the methods of authorizing passenger-car travel, the assignment of cars, mileage-reporting methods of maintaining and operating equipment, and the like. By way of illustration please furnish duplicate copies of material relating to the program, such as ordinances or executive orders, travel forms, bulletins, important news releases, and similar matter. With later quarterly reports send copies of additional materials showing changes and developments.
3. Suggestions to improve program: (If the space below is insufficient attach a separate sheet)

S-567a 90-79

6. HOW THE GOVERNMENT MILEAGE CONSERVATION PROGRAM IS ADMINISTERED

(The questions on this page need be answered only at the time the first report is submitted. On subsequent reports indicate significant changes.)

<p>A HOW WAS THE MILEAGE CONSERVATION PROGRAM ESTABLISHED?</p> <p><input type="checkbox"/> Statute, ordinance, or resolution</p> <p><input type="checkbox"/> Order of chief executive</p> <p><input type="checkbox"/> Departmental or agency order</p> <p><input type="checkbox"/> Other</p> <p><input type="checkbox"/> Not yet in effect; will be put in effect on _____</p> <p>DATE: _____</p>	<p>D AUTHORIZATION FOR TRAVEL BY AUTOMOBILE IS CLEARED:</p> <p>1. In the case of publicly-owned or leased vehicles:</p> <p><input type="checkbox"/> Prior to travel</p> <p><input type="checkbox"/> After travel</p> <p>2. In the case of privately-owned or leased vehicles used in the public service:</p> <p><input type="checkbox"/> Prior to travel</p> <p><input type="checkbox"/> After travel</p>
<p>B WHAT TYPE OF REGISTERED MOTOR VEHICLES ARE INCLUDED WITHIN THE MILEAGE CONSERVATION PROGRAM?</p> <p><input type="checkbox"/> All types, or</p> <p><input type="checkbox"/> Only passenger cars and motorcycles</p> <p><input type="checkbox"/> Only commercial-type vehicles</p> <p><input type="checkbox"/> Other</p>	<p>E ADMINISTRATOR HAS SOLE CERTIFYING AUTHORITY FOR:</p> <p><input type="checkbox"/> All ration applications involving motor vehicles operated in government service</p> <p><input type="checkbox"/> Certain types of motor vehicles or rations as follows:</p> <p><input type="checkbox"/> Gasoline applications for publicly-owned passenger cars and motorcycles</p> <p><input type="checkbox"/> Gasoline applications for privately-owned passenger cars and motorcycles driven in the public service</p> <p><input type="checkbox"/> Applications for Certificates of War Necessity for commercial-type vehicles</p> <p><input type="checkbox"/> Applications for tires for publicly-owned vehicles</p> <p><input type="checkbox"/> Applications for the purchase of motor vehicles</p>
<p>C THE MILEAGE ADMINISTRATOR'S AUTHORITY EXTENDS TO:</p> <p><input type="checkbox"/> Control of use of all vehicles of the type included within the mileage conservation program</p> <p><input type="checkbox"/> Control of use of vehicles only in certain departments, bureaus, and agencies. Please list exceptions:</p> <p>_____</p> <p>_____</p> <p>_____</p> <p><input type="checkbox"/> Coordination of the mileage conservation program but with actual control over use of motor vehicles exercised by the various departments, bureaus, and agencies.</p>	

GSA FORM R-567 9-40

Maintenance Instructions Issued by the Department of the Interior

UNITED STATES
DEPARTMENT OF THE INTERIOR
WASHINGTON*August 15, 1941.*

Order No. 1601.

In view of the national emergency it is important to conserve petroleum products such as gasoline and lubricants. Large savings in these products can be effected through observance of certain proven practices. It is desired that employees of the Department comply with the following requirements in the operation of government-owned, motor-driven equipment and vehicles in the interest of economy and safety:

1. Do not race the motor.
2. Do not accelerate too fast—"pickup" moderately.
3. Use the choke sparingly and as infrequently as possible.
4. Do not "ride the clutch" and see that it does not slip.
5. Keep tires inflated to pressure recommended by manufacturer.
6. Do not overload the vehicle.
7. Use proper lubricants and change oil and grease regularly.
8. Reduce engine idling time to a minimum.
9. Stop the motor when the car is not in motion, for instance, when loading or unloading.
10. Check ignition system, including coil and distributor, at regular intervals to see that all parts are in adjustment. Have all connections tight. Clean spark plugs and have electrode gaps set properly.
11. Keep carburetor in proper adjustment for seasonal temperatures.
12. Be sure that engine has proper compression by having the motor tuned up periodically and repairs made when necessary—low compression results in excessive fuel consumption. A reduction in compression indicates defective piston rings, sticky valves, worn cylinder walls, or improper valve seating, etc.
13. Check fuel and oil lines for leaks.
14. Keep cooling system clean and radiator filled to proper level.
15. Always drive as far as possible to the right except when passing.
16. Do not swerve car in going around curves.
17. Keep within the lane when indicated on the highway.

Gasoline and oil consumption in a vehicle in the best condition can be materially reduced by traveling at reasonable speeds. A speed of 40 miles per hour should be the maximum, except in case of extreme emergency such as the apprehension of game law violators. [In Order No. 1734, dated September 11, 1942, the Secretary reduced the speed limit on all passenger cars, trucks, or other vehicles belonging to, or under the jurisdiction of, the Department to 35 miles an hour.] All State, municipal, and local laws and regulations on speed and driving of motor vehicles shall be complied with.

It is imperative that work projects be planned and managed so that motor vehicle mileage and heavy equipment operation hours can be reduced without decreasing the effectiveness of the work; for example, arrange schedules to avoid cross-hauling and useless trips and do not use heavy equipment where light equipment will suffice.

Observance of these requirements will result in a great saving in gasoline, fuel oil, and lubricants. The resultant lower operation cost per vehicle mile and per hour cost of heavy equipment will accrue as direct savings in Government funds. The observance of these rules will also result in better maintained and safer equipment, both items of which are highly important to all of us.

HAROLD L. ICKES,
Secretary of the Interior.

APPENDIX C

A Central Dispatching System for Motor Vehicles used by the Office for Emergency Management, Washington, D. C.

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Figure 2, Daily Record of Motor Vehicle Use-----	63

A Central Dispatching System

1. The purpose of the control board shown in Figure 1 is to allocate the equipment properly, to keep the dispatchers informed as to the availability of services, and to keep mileage to a minimum in order to conserve tires, gasoline, time, expenses, and equipment.

2. The side or vertical line of letters represents Dispatching Stations.

3. The top or horizontal line of letters represents Receiving Stations.

4. In the space at the top of the board are blocks of wood, approximately one inch square and one-quarter inch thick. These blocks represent vehicles. The blocks are elementary in color; red on one side and green on the opposite. Green is for GO and red is for STOP.

5. On the table with this board is an inter-communicating system with a direct line to each Dispatching Station represented on the board.

6. The motors are sent out from the Central Dispatching Station and are allocated according to the needs of each Station.

7. When the driver reports in to the dispatcher at the Receiving Station, the dispatcher immediately calls the control dispatcher and notifies him that the vehicle and driver are in and that they are available.

8. Before the driver leaves this point on his next assignment, the dispatcher calls the control dispatcher on the direct line and reports that he is dispatching the motor. He gives the number of stops and the last stop. If the last stop is a pick-up, he has the driver report back to the Dispatching Station. If the last stop is a delivery, then the control dispatcher has the driver report to the nearest Receiving Station that needs his services.

9. On the board, the movements of the vehicles are enacted by means of the blocks. For example, Vehicle No. 1 is leaving Dispatching Station "E". The driver has six stops and when he finishes his calls or deliveries, he is to report to Receiving Station "C". The block would be placed where the horizontal lines of Station "E" and the vertical lines of Station "C" cross. The block would have the green side up. This indicates that Vehicle No. 1 left Station "E", and upon completion of the assignment would report to Station "C". This is to prevent the overlapping of runs. Assume, for instance, that Vehicle No. 1 leaves Station "E" and unless otherwise directed, will return there. Station "C" is fifty blocks from Station "E" and only six blocks from the last place the driver stopped. If it were not for the Control Board, that would mean he would have to go the fifty blocks back to Station "E". The Control Board would, in this instance, eliminate the traveling of a hundred blocks. When the vehicle arrives at the Receiving Station, the block is turned up RED and placed in the space, in the vertical line of letters, for that station. The vehicle is now available for service at Station "E".

10. Daily records on each vehicle are kept following a form like the one illustrated in Figure 2.

FIGURE 1

(The shaded blocks 1 and 3 are green ; the unshaded blocks 2 and 4 are red.)

	<div>1</div>	<div>2</div>	<div>3</div>	<div>4</div>						
AVAILABLE	A	B	C	D	E	F	G	H	I	
A										
B										
C										
D										
E										
F										
G										
H										
I										

Control Board for Central Dispatching System, Office for Emergency Management, Washington, D. C.

FIGURE 2

Vehicle No.	Time out	Number of building stops	Number of calls and deliveries	Dispatching station	Receiving station	Time in
1	10:00	4	7	E	C	11:35
1	11:55	2	3	C	F	12:15

Daily Record of Motor Vehicle Use Under Central Dispatching System

APPENDIX D

A Brief Guide to the Mileage Rationing and New Passenger Automobile Rationing Regulations (November 1, 1943)

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Securing Compliance With Mileage Rationing and Vehicle Purchase Regulations

A. Gasoline

1. The Regulations make the following distinctions in the kinds of rations to be issued for motor vehicles used for public purposes:

a. Official rations.—Mileage Rationing: Gasoline Regulations 5C, Sections 1394.7751–1394.7757. Official rations may be issued with respect to passenger automobiles and motorcycles (except military vehicles) owned or leased by Federal, State, local, or foreign governments or government agencies.

(1) Official rations may be issued for occupational driving only, that is, driving in the performance of official business. With respect to each vehicle, the applicant must show either (i) that transportation is needed for occupational purposes and that no alternate adequate means of transportation are available; or (ii) that a bona fide ride-sharing arrangement of the same kind as that required for issuance of Supplemental rations has been entered into. In such event, the persons to be carried need not sign the application, but their names and addresses must be listed on a sheet attached to the application. The Regulations should be consulted for details.

(2) Section 1394.7753 (b) provides that “each application for official rations must be certified by a government mileage administrator (or by his authorized agent) if one has been designated by the government or government agency to exercise authority to certify such applications on behalf of the unit of government or the specified branch thereof which owns or leases the vehicle for which application is made. If no such government mileage administrator has been designated, such application must be certified by an officer empowered to authorize or supervise travel for the government or government agency which owns or leases the vehicle for which the ration is sought.”

b. Transport rations.—Ration Order 5C, Sections 1394.7801–1394.7807. Transport rations are intended for use by (1) “commercial vehicles” as defined in the Regulations, such as busses, trucks, ambulances or hearses, taxicabs or jitneys and the like, and, (2) all types of vehicles owned or leased by the Military and Naval Forces of the United States or by State military forces.

(1) Commercial vehicles under regulations of the Office of Defense Transportation. General Order ODT–21 provides that no commercial vehicles as defined in the Regulations, except as stipulated in (2) below, may be operated without a Certificate of War Necessity issued by the Office of Defense Transportation, and no ration may be issued unless such a Certificate is presented. In case of doubt, the matter should be referred for decision to the Office of Defense Transportation.

(2) Military vehicles which are exempt from control by the Office of Defense Transportation.

Vehicles owned or leased by the Armed Forces of the United States or by a State may be operated without a Certificate of War Necessity, and hence may receive rations without presenting this Certificate.

c. Nonpreferred supplemental rations.—Ration Order 5C, Section 1394.7701–1394.7705. Nonpreferred Supplemental rations are issued for passenger automobiles and motorcycles other than official and fleet vehicles for occupational mileage in excess of the “A” ration.

(1) Supplemental rations may be issued to an officer, agent, representative, or employee of a government or a government agency for driving in a privately owned or leased passenger car or motorcycle in the performance of official business.

(2) The applicant must show that the mileage is for occupational purposes and that either a bona fide ride-sharing agreement has been made pursuant to which at least four persons will be regularly carried or that as many persons as can be reasonably transported are carried and that no adequate alternative means of transportation exist. Where rapid transit systems exist or where an area is declared to have unfilled public transportation facilities, the Board may deny Supplemental mileage, even where full ride-sharing agreement has been made, if the applicant can use such means of transportation.

(3) An application for supplemental rations for driving in the public service “must be certified, as indicated thereon, by a government mileage ad-

ministrator (or by his authorized agent) if one has been designated by such government or government agency to exercise authority to certify such applications on behalf of the unit of government or the specified branch thereof in respect to which the application is made. If no such government mileage administrator has been designated, such application must be certified by an officer who is empowered to authorize or supervise travel for such government or government agency."—Section 1394.7704 (a) (5).

(4) Ordinarily, the mileage administrator certifies only that part of the nonpreferred supplemental ration application which involves driving in line of duty. However, if he is charged by his government with responsibility for supervising ride-sharing groups for home-to-work driving, he may also certify such mileage.

d. Preferred supplemental rations.—Ration Order 5C, Section 1394.7706. Supplementary mileage in excess of that provided by the "A" and "B" ration books is referred to as preferred mileage.

(1) Preferred mileage may be issued to an agent, officer, representative, or employee of a government or government agency for driving a privately owned or leased passenger car or motorcycle on official business, who either holds an elective office or who is compensated by such government or government agency for his personal services or for travel expenses incurred in the travel for which preferred mileage is sought.

(a) Eligibility of government agents, officers, representatives, or employees for preferred mileage differs from nonpreferred eligibility in that such officers or employees must either hold an elective office or receive compensation for their personal services or for travel expenses incurred in the travel for which preferred mileage is sought. This provision excludes volunteer workers for preferred eligibility as government workers. Certain classes of volunteer government workers have been made eligible for preferred mileage in subsection (x) which has been added to Section 1394.7706.

(b) The tests described above in Section (c) (2) must be met.

(c) Daily or periodic travel between home or lodging and a fixed place of work is not deemed the performance of official business. However, travel by members of federal and state legislative bodies between their place of residence and the city or town of legislative session is deemed the carrying out of official functions. A similar definition is given to travel within the city or town of the legislative session and within the legislators' respective legislative district or elsewhere which involves the carrying out of their functions and duties as legislators. However, daily or periodic travel between home or lodgings and a fixed place of work is not considered official business.

(2) All applications for preferred supplemental rations must be certified as indicated above in Section (c) (3). The certification of volunteer worker applications does not come within the jurisdiction of the government mileage administrators.

B. Tires

Tires for passenger cars and commercial-type motor vehicles are secured as follows, under the Tire Regulations, Ration Order 1A:

1. *Passenger cars.*—Eligibility for Grade I or III tire is determined by the mileage allowed by gasoline ration, provided all the other eligibility requirements are met, including proof of need and periodic inspection. Generally, a new tire cannot be obtained if the applicant has a recappable tire carcass. Vehicles required to answer emergency calls at high rates of speed, however, such as police cars, are eligible for Grade I tires irrespective of the mileage allowed. Sections 1315.501, 1315.502, 1315.503.

2. *Commercial-type motor vehicles.*—Eligibility for tires is determined by the function performed by the vehicle. The Regulations provide eligibility for certain commercial motor vehicles whose functions are considered essential and includes vehicles used exclusively as ambulances, for fire fighting, for the maintenance of sanitation services, and for road construction purposes. Excluded from eligibility for replacement are commercial motor vehicles whose functions are deemed nonessential, an example of which is the transportation of materials or services solely for landscaping or the beautification of a construction project. Even when List A functions are performed by the vehicle, the Local Board may determine that the functions performed by the use of the tires are not essential to the public health, public safety, or the war effort,

and the tire application may be denied. Thus, a truck delivering an essential commodity may be denied tires because an alternative adequate means of transportation not requiring the use of rubber is available.

All applications for tires or tubes are made on OPA Form R-1 and R-1 Revised, except in the case of emergency reserve applicants. Such applications are made on Form OPA R-19.

C. Motor Vehicles

1. Passenger Automobiles

a. A government or government agency may acquire a 1942 car list priced at or below \$1,500, according to Revised Price Schedule No. 85 for certain purposes provided it needs a car for its own use and does not have the use of a serviceable one for the specified purpose. The uses for which such a car may be acquired are listed in Section 1.3 (a), appearing in Amendments 2 and 5 to Ration Order No. 2B.

b. A government or government agency may acquire a 1942 car list priced over \$1,500, according to Revised Price Schedule No. 85, or any convertible car regardless of price, provided it needs a car and does not have the use of a serviceable one.

In either of the above cases, application is made on Form R-213 (Revised), either in person or by mail, to the Local War Price and Rationing Board serving the area where the car will normally be garaged.

Federal government agencies make application directly to the Office of Price Administration, Washington, D. C., on Form R 216 or on any other form approved by the Office of Price Administration. However, if the agency has authorized the Procurement Division of the Treasury Department to buy new cars for it, the application must be filed with the Procurement Division.

The following may acquire a 1942 car in exchange for a Government Exemption Permit issued by the War Production Board:

- (1) Army and Navy of the United States.
- (2) United States Maritime Commission.
- (3) Panama Canal.
- (4) Coast and Geodetic Survey.
- (5) Coast Guard.
- (6) Civil Aeronautics Authority.
- (7) National Advisory Committee for Aeronautics.
- (8) Office of Scientific Research and Development.
- (9) Office of Lend-Lease Administration.
- (10) War Shipping Administration.
- (11) A person who acquires a 1942 car for export to and use in any foreign country.

c. A government or government agency may acquire a 1942 car list priced at or above \$2,500, according to Revised Price Schedule No. 85, or any 1941 car driven less than 1,000 miles, provided the car will be used in work contributing to the war effort or the public welfare.

In this case, a statement (described in Ration Order 2B, Section 1.2) is signed by the buyer and seller and is then sent to the Office of Price Administration, Washington, D. C. Upon receipt of this statement, a clearance statement permitting the car to be registered is issued. Provided the car is a 1942 model and provided that the conditions of Section 1.2 are satisfied. No clearance statement to register a 1941 car is necessary.

d. There are no restrictions on 1941 cars driven over 1,000 miles, or on any other previous models.

e. Departments and agencies filing applications in Washington, D. C., should consult Operating Instruction No. 1-C (Paragraph 3103) of the Automobile Guide to Automobile Rationing Regulations for special procedures which apply.

2. New commercial-type vehicles.—Application for the purchase of new commercial-type vehicles is made on Form WPB-663, formerly PD-310. This form may be secured from any truck dealer or from the local allocation officer in the Bureau of Motor Carriers, Interstate Commerce Commission. It is then submitted to the local allocation officer. In case the application is disapproved by the local allocation officer, the applicant has the right, under General Conservation Order M-100, to file an appeal within 30 days from date of disapproval addressing his letter of appeal to the chairman of the appeal board in care of of the local allocation officer.

APPENDIX E

A Directory of Federal and State Government Mileage Administrators and of OPA and ODT National and Field Offices (October 15, 1943)

	Page
Federal Mileage Administrators-----	69
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Federal Mileage Administrators

WASHINGTON, D. C.

Agriculture_____	Arthur B. Thatcher.
Office of Economic Warfare_____	E. H. Glade.
Bureau of the Budget_____	Jacob Hale.
Civil Aeronautics Board_____	G. L. Zuch.
Civil Service Commission_____	H. G. Porter.
Commerce Department_____	John S. Collins.
Coordinator of Inter-American Affairs_____	Lawrence B. Kinports.
Federal Bureau of Investigation_____	C. A. Tolson.
Federal Communications Commission_____	Stacy Norman.
Federal Deposit Insurance Corporation_____	Neil G. Greensides.
Federal Power Commission_____	Leon M. Fuquay.
Federal Reserve System_____	Fred A. Nelson.
Federal Security Agency_____	Taylor H. McCauley.
Federal Trade Commission_____	Otis B. Johnson.
Federal Works Agency_____	Ernest E. Hall.
General Accounting Office_____	Reed F. Martin.
Interior Department_____	Floyd E. Dotson.
Interstate Commerce Commission_____	C. E. Calvert.
Justice Department_____	H. C. Donaldson.
Labor Department_____	James E. Dodson.
Maritime Commission_____	R. L. McDonald.
National Advisory Committee for Aeronautics_____	Ralph Ulmer.
National Archives_____	Frank P. Wilson.
National Capital Park and Planning Commission_____	T. S. Settle.
National Gallery of Art_____	George W. Greer.
National Housing Agency_____	L. E. Williams.
Federal Housing Administration_____	Wesley Zane.
Federal Public Housing Authority_____	George A. Baird.
Federal Home Loan Bank Administration_____	J. Francis Moore.
National War Labor Board_____	John Meyers.
Navy Department_____	Arthur M. Hill.
Office of Alien Property Custodian (Chicago, Ill.)_____	R. F. Linahan.
Office of Censorship_____	Lt. D. D. Hall.
Office of Civilian Defense_____	Gilbert Bonnstetter.
Office of Defense Transportation_____	C. N. Leigh.
Office for Emergency Management_____	John P. Walsh.
Office of Lend-Lease Administration_____	Philip Mudd.
Office of Price Administration_____	Glendon J. Mowitt.
Office of Scientific Research and Development_____	Cleveland Norcross.
Office of Strategic Services_____	John A. Colborn, Jr.
Office of War Information_____	John Pritchard.
Panama Canal_____	Sam Grier.
Washington Office_____	R. E. Ramsey.
Post Office Department_____	A. G. Biedenweg.
Railroad Retirement Board (Chicago, Ill.)_____	James J. Ryan.
Reconstruction Finance Corporation_____	Frank Tracy.
Securities and Exchange Commission_____	Hastings P. Avery.
Smaller War Plants Corporation_____	Richard K. McKey.
Smithsonian Institution_____	H. S. Bryant.
State Department_____	M. L. Kenestrick.
Tennessee Valley Authority (Knoxville, Tenn.)_____	Charles E. Lex, Jr.
Treasury Department_____	John D. Larson.
Veterans' Administration_____	C. W. Bailey.
War Department_____	Maj. Gen. R. L. Maxwell.
War Manpower Commission_____	Lt. Col. John L. Newbold, Jr.
War Production Board_____	Robert S. Deman.
War Relocation Authority_____	Col. L. E. Fiero.

State Mileage Administrators

- Alabama: Allen Hargrove, 211 Highway Building, State Capitol, Montgomery, Ala.
- Arizona: E. H. Braatellen, Arizona Highway Department Building, 1701 West Jackson St., Phoenix, Ariz.
- Arkansas: Bryan Sims, State House, Little Rock, Ark.
- California: A. H. Henderson, State House, Sacramento, Calif.
- Colorado: William Williams, State House, Denver, Colo.
- Connecticut: Edward Geissler, P. O. Box 60, Hartford, Conn.
- Delaware: Walter B. McKendrick, Jr., State Capitol, Dover, Del.
- District of Columbia: Col. J. D. Arthur, District Building, Washington, D. C.
- Florida: Jesse J. Gilliam, Highway Patrol Building, Tallahassee, Fla.
- Georgia: Hon. Ellis Arnall, State House, Atlanta, Ga.
- Idaho: G. H. Davis, State House, Boise, Idaho.
- Illinois: W. W. Polk, Centennial Building, Springfield, Ill.
- Indiana: Ralph E. Wilson, Room 304, State House, Indianapolis, Ind.
- Iowa: George Hesalroad, State House, Des Moines, Iowa.
- Kansas: William A. Biby, New England Building, Topeka, Kans.
- Kentucky: Robert Jewell, State Office Building, Frankfort, Ky.
- Louisiana: W. H. Mecon, State Capitol Annex, Baton Rouge, La.
- Maine: Robert Faulkner, State Capitol, Augusta, Maine.
- Maryland: Capt. Andrew T. Conner, Pikesville Armory, Pikesville, Md.
- Massachusetts: George J. Cronin, State House, Boston, Mass.
- Michigan: Frank W. Herrick, Bank of Lansing Bldg., Lansing 4, Mich.
- Minnesota: Eldon Rowe, Highway Patrol Building, Saint Paul, Minn.
- Mississippi: W. O. Tatum, Box 785, Hattiesburg, Miss.
- Missouri: Col. M. Stanley Ginn, State Office Building, Jefferson City, Mo.
- Montana: Max Ennis, State Highway Department, Helena, Mont.
- Nebraska: Wardner G. Scott, State Capitol Bldg., Lincoln, Neb.
- Nevada: Robert A. Allen, State Capitol Building, Carson City, Nev.
- New Hampshire: Harry C. Brunel, State Capitol Building, Concord, N. H.
- New Jersey: Wayne T. Cox, State House Annex, Trenton, N. J.
- New Mexico: F. M. Limbaugh, State Capitol Building, Santa Fe, N. Mex.
- North Carolina: W. H. Rogers, Jr., State House, Raleigh, N. C.
- New York: C. J. Fletcher, Capitol Building, Albany, N. Y.
- North Dakota: C. J. Crawford, Highway Department, Bismarck, N. Dak.
- Ohio: Clyde C. Hadden, State House, Columbus, Ohio.
- Oklahoma: Nelson H. Newman, State Capitol Building, Oklahoma City, Okla.
- Oregon: Floyd J. Cook, State Capitol, Salem, Oreg.
- Pennsylvania: T. Elmer Transeau, Bureau of Highway Safety, Harrisburg, Pa.
- Rhode Island: G. Merlyn O'Keefe, Room 220, State Office Building, Providence, R. I.
- South Carolina: J. S. Williamson, State House, Columbia, S. C.
- South Dakota: A. B. Blake, Post Office, Pierre, S. Dak.
- Tennessee: Clyde S. Jones, Tennessee State Office Building, Nashville, Tenn.
- Texas: Col. Homer Garrison, Camp Mabry, Austin, Tex.
- Utah: J. H. Shaw, State Capitol Building, Salt Lake City, Utah.
- Vermont: Hubert E. Sargent, Highway Department Building, Montpelier, Vt.
- Virginia: Burton Marye, Jr., Memorial Hall, 1201 East Broad Street, Richmond, Va.
- Washington: J. D. Whittall, Highway Patrol, Olympia, Wash.
- West Virginia: Melton M. Maloney, State Capitol Building, Charleston, W. Va.
- Wisconsin: August Frey, Room 12-A South, State Capitol, Madison, Wis.
- Wyoming: W. E. Davis, State Highway Department, Cheyenne, Wyo.

Office of Price Administration

NATIONAL OFFICE, WASHINGTON 25, D. C.

Director, Automotive Supply Rationing Division, CHARLES F. PHILLIPS. Chief, Gasoline Rationing Branch, RICHARD C. HARRISON. Head, Government Mileage Conservation Program, R. WALLACE BREWSTER.

FIELD OFFICES

REGION I

Regional Office, 55 Tremont Street, Boston, Mass.

District Offices

55 Allyn Street, Hartford, Conn.
151 Water Street, Augusta, Maine.
7 Beacon Street, Boston, Mass.
15 Capitol Street, Concord, N. H.
938 Hospital Trust Building, Providence, R. I.
Pavilion Hotel, Montpelier, Vt.

REGION II

Regional Office, Empire State Building, New York 1, N. Y.

District Offices

102 Pennsylvania Railroad Building, Wilmington, Del.
5601 Connecticut Avenue, Washington, D. C.
Baltimore Trust Building, Baltimore, Md.
Broadway-Stevens Building, 300 Broadway, Camden, N. J.
20 Washington Place, Newark, N. J.
Broad Street National Bank Building, 145 East State Street, Trenton, N. J.
Empire State Building, New York 1, N. Y.
112 State Street, Albany, N. Y.
Telephone Company Building, Binghamton, N. Y.
190 Delaware Avenue, Buffalo, N. Y.
Syracuse-Kemper Building, Syracuse, N. Y.
813 New Broad Street Station Building, Philadelphia, Pa.
Rothert Building, Twelfth Avenue and Twelfth Street, Altoona, Pa.
Commerce Building, Erie, Pa.
Blackstone Building, Market Street, Harrisburg, Pa.
205 Fulton Building, Pittsburgh, Pa.
Lincoln Trust Building, Scranton, Pa.
330 Government Place, Williamsport, Pa.

REGION III

Regional Office, 363 Union Commerce Building, Cleveland, Ohio.

District Offices

510 North New Jersey Street, Indianapolis, Ind.
700 Kenyon Building, Louisville, Ky.
152 East Short Street, Lexington, Ky.
600 Griswold Avenue, Detroit, Mich.
506 Keeler Furniture Building, Fountain Street, Grand Rapids, Mich.
101½ East Ludington Street, Iron Mountain, Mich.
135 North Water Street, Saginaw, Mich.
68 East Gay Street, Columbus, Ohio.
605 Union Trust Building, Cincinnati, Ohio.
Union Commerce Building, Cleveland, Ohio.
Home Bank Building, Toledo, Ohio.
217 Peoples Building, Charleston, W. Va.
Fidelity Building, Wheeling, W. Va.

REGION IV

Regional Office, Candler Building, Peachtree Street, Atlanta, Ga.

District Offices

Bell Building, Montgomery 4, Ala.
Phoenix Building, Birmingham, Ala.
Ninth Floor, Barnett National Bank Building, Jacksonville, Fla.
44 Pryor Street, Atlanta, Ga.
Blun Building, 35 Bull Street, Savannah, Ga.
Tower Building, Jackson, Miss.
227 East Edenton Street, Raleigh, N. C.
Law Building, 730 East Trade Street, Charlotte, N. C.
Liberty Life Building, Columbia, S. C.
Stahlman Building, Nashville, Tenn.
2113 Sterrick Building, Memphis, Tenn.
Schmidt Building, Seventh and Franklin Streets, Richmond, Va.
Frigidaire Building, 29 West Franklin Road, Roanoke, Va.

REGION V

Regional Office, Fidelity Building, 1000 Main Street, Dallas, Tex.

District Offices

Commercial National Bank Building, Little Rock, Ark.
York Rite Building, Wichita, Kans.
Canal Bank Building, New Orleans, La.
720 Ardis Building, Shreveport, La.

640 Paul Brown Building, St. Louis, Mo.
Mutual Interstate Building, Kansas City
6, Mo.

Fifth Floor, Key Building, Oklahoma
City, Okla.

Mayo Building, Tulsa, Okla.

Fort Worth Club Building, Fort Worth,
Tex.

Rio Grande Building, 1100 Main Street,
Dallas, Tex.

802 Electric Building, Houston, Tex.

208 Lubbock National Bank Building,
Lubbock, Tex.

Majestic Building, San Antonio, Tex.

REGION VI

Regional Office, 226 West Jackson Bou-
levard, Chicago, Ill.

District Offices

801 West Adams Street, Springfield, Ill.

1630 Fifth Avenue, Moline, Ill.

1100 Alliance Life Insurance Building,
410 South Main Street, Peoria, Ill.

228 North La Salle Street, Chicago, Ill.

Liberty Building, Des Moines, Iowa.

Frances Building, Fifth and Pierce
Streets, Sioux City, Iowa.

W-1281 First National Bank Building,
St. Paul, Minn.

600 Christie Building, 120 North Fourth
Avenue, Duluth, Minn.

111 East Sixth Street, North Platte,
Nebr.

City National Bank Building, Omaha,
Nebr.

Universal Building, 510 Fourth Avenue
North, Fargo, N. Dak.

405½ Eighth Street, East Sioux Falls,
S. Dak.

Plankinton Building, 161 West Wiscon-
sin Avenue, Milwaukee, Wis.

414 East Walnut Street, Green Bay, Wis.
La Crosse Building, Fifth Avenue and
Jay Street, La Crosse, Wis.

Region VII

Regional Office, 506 Kittredge Building,
Denver, Colo.

District Offices

420 Kittredge Building, Denver, Colo.

Capital Securities Building, Boise,
Idaho.

Placer Hotel Building, Main and Grand
Streets, Helena, Mont.

Rosenwald Building, Albuquerque, N.
Mex.

Atlas Building, Salt Lake City, Utah.

600 East Twenty-fifth Street, Cheyenne,
Wyo.

Region VIII

Regional Office, 1355 Market Street, San
Francisco 3, Calif.

District Offices

17 West Van Buren Street, Phoenix,
Ariz.

Western Pacific Building, 1031 South
Broadway, Los Angeles, Calif.

California Fruit Building, Fourth and J
Streets, Sacramento, Calif.

540 San Diego Trust & Savings Build-
ing, 530 Broadway, San Diego, Calif.

1355 Market Street, San Francisco, Calif.

430 Patterson Building, Fresno, Calif.

285 South Virginia Street, Reno, Nev.

Bedell Building, 520 South West Sixth
Avenue, Portland, Oreg.

1338 Fourth Avenue, Seattle, Wash.

Sun Life Building, 1023 Riverside Street,
Spokane, Wash.

Office of Defense Transportation

Division of Motor Transport, National Office, Washington 25, D. C.,
Director, H. O. ARNOT

DISTRICT OFFICES

REGION I

5410 Empire State Building, New York,
N. Y.

119 Ann Street, Hartford, Conn.

152 Temple Street, New Haven, Conn.

148 Exchange Street, Bangor, Maine.

185 Devonshire Street, Boston, Mass.

196 Worthington Street, Springfield,
Mass.

122 North Main Street, Concord, N. H.

1060 Broad Street, Newark, N. J.

143 East State Street, Trenton, N. J.

Room 1122-A, 112 State Street, Albany,
N. Y.

64 Henry Street, Binghamton, N. Y.

1507 Genesee Building, Buffalo, N. Y.

477 Congress Street, Portland, Maine.

Masonic Temple Building, Peekskill,
N. Y.

411 Commerce Building, Rochester, N. Y.

1016 State Tower Building, Syracuse,
N. Y.

206 1st National Bank Building, Utica,
N. Y.

235 Hospital Trust Building, Provi-
dence, R. I.

79 Main Street, Montpelier, Vt.

REGION II

518 Stephen Girard Building, 21 South Twelfth Street, Philadelphia, Pa.
 31 Lockerman Street, Dover, Del.
 Barber-Ross Building, Washington, D. C.
 100 Equitable Building, Baltimore, Md.
 707 Earle Building, Hagerstown, Md.
 1616 Pacific Avenue, Atlantic City, N. J.
 306 Colonial Building, Allentown, Pa.
 1207 Twelfth Avenue, Altoona, Pa.
 808 Commerce Building, Erie, Pa.
 Blackstone Building, Harrisburg, Pa.
 620 Fulton Building, Pittsburgh, Pa.
 Dime Bank Building, Scranton, Pa.
 60 Haddington Building, Norfolk, Va.
 17 North Seventh Street, Richmond, Va.
 112 West Kirk Avenue, Roanoke, Va.

REGION III

705 Massey Building, Birmingham, Ala.
 524 Federal Building, Mobile, Ala.
 335 First National Bank Building, Montgomery, Ala.
 311 George Washington Annex, Jacksonville, Fla.
 1504 Security Building, Miami, Fla.
 215 Rutland Building, Orlando, Fla.
 311 Tallahassee Administration Building, Tallahassee, Fla.
 725 Stovall Professional Building, Tampa, Fla.
 601 Mortgage Guarantee Building, Atlanta, Ga.
 1117 Southern Finance Building, Augusta, Ga.
 1110 Bankers Insurance Building, Macon, Ga.
 602 Realty Building, Savannah, Ga.
 522 Bunn Building, Waycross, Ga.
 Macon Building, Jackson, Miss.
 313 Jackson Building, Asheville, N. C.
 108 Charlotte Law Building, Charlotte, N. C.
 704 Capitol Club Building, Raleigh, N. C.
 614 Murchison Building, Wilmington, N. C.
 531 Nissen Building, Winston-Salem, N. C.
 Palmetto Building, Columbia, S. C.
 736 Market Street, Chattanooga, Tenn.
 416 Fidelity Bankers Trust Building, Knoxville, Tenn.
 Room 1506, Madison Building, Memphis, Tenn.
 901 Medical Arts Building, Nashville, Tenn.

REGION IV

Security Trust Building, Lexington, Ky.
 1 Kenyon Building, Louisville, Ky.
 115 South Mitchell Avenue, Cadillac, Mich.
 7310 Woodward Street, Detroit, Mich.
 503 Keeler Building, Grand Rapids, Mich.

200 North Capitol Avenue, Lansing, Mich.
 201 Board of Commerce Building, Saginaw, Mich.
 116 Cleveland Avenue, Canton, Ohio.
 1540 Union Trust Building, Cincinnati, Ohio.
 3067 New Post Office Building, Cleveland, Ohio.
 3330 A. I. U. Building, Columbus, Ohio.
 Commercial Building, Dayton, Ohio.
 United Building, Toledo, Ohio.
 Union National Bank Building, Youngstown, Ohio.
 17 North Fourth Street, Zanesville, Ohio.
 203 Atlas Building, Charleston, W. Va.

REGION V

Old Post Office Building, Cairo, Ill.
 Room 468, 209 South Wells Street, Chicago, Ill.
 206 Adams Building, Danville, Ill.
 1100 Alliance Life Building, Peoria, Ill.
 W. C. U. Building, Quincy, Ill.
 708 Rockford Trust Building, Rockford, Ill.
 817 Meyer Building, Springfield, Ill.
 203 American Trust & Savings Bank Building, Evansville, Ind.
 116 East Wayne Street, Fort Wayne, Ind.
 901 Circle Tower Building, Indianapolis, Ind.
 Tower Building, South Bend, Ind.
 Chamber of Commerce Building, Terre Haute, Ind.
 510 Kahl Building, Davenport, Iowa.
 1416 Des Moines Building, Des Moines, Iowa.
 303 Forester's Building, Mason City, Iowa.
 Christie Building, Duluth, Minn.
 Metropolitan Life Building, Minneapolis, Minn.
 202½ Third Street, Bismarck, N. Dak.
 304 Universal Building, Fargo, N. Dak.
 101½ S. Pierre Street, Pierre, S. Dak.
 Western Surety Building, Sioux Falls, S. Dak.
 Columbus Building, Green Bay, Wis.
 602 Exchange Building, La Crosse, Wis.
 1 West Main Street, Madison, Wis.
 5006 Plankinton Building, Milwaukee, Wis.
 First American State Bank Building, Wausau, Wis.

REGION VI

913 Wallace Building, Little Rock, Ark.
 214 West Sixth Street, Topeka, Kans.
 Suite 200, York Rite Building, Wichita, Kans.

205 Federal Post Office Building, Jefferson City, Mo.
 Fidelity Building, Kansas City, Mo.
 810 Woodruff Building, Springfield, Mo.
 818 Olive Street, St. Louis, Mo.
 601 Jeffers Street, North Platte, Nebr.
 311 City National Bank Building, Omaha, Nebr.

REGION VII

804 Triad Building, Baton Rouge, La.
 1610 Canal Building, New Orleans, La.
 609 Ricon-Brewster Building, Shreveport, La.
 316 Rosenwald Building, Albuquerque, N. Mex.
 226 Key Building, Oklahoma City, Okla.
 Petroleum Building, Tulsa, Okla.
 1008 Fisk Building, Amarillo, Tex.
 418 Scarbrough Building, Austin, Tex.
 1005 Mercantile Bank Building, Dallas, Tex.
 516 Caples Building, El Paso, Tex.
 926 Electric Building, Houston, Tex.
 623 Lubbock National Bank Building, Lubbock, Tex.
 803 San Angelo National Bank Building, San Angelo, Tex.
 1516 Transit Tower, San Antonio, Tex.
 218 Professional Building, Waco, Tex.

REGION VIII

702 Midland Savings Building, Denver, Colo.
 East 7th and Bradford Streets, Pueblo, Colo.
 221 Idaho Building, Boise, Idaho.
 302 Securities Building, Billings, Mont.
 Old School Building, Butte, Mont.
 329 Atlas Building, Salt Lake City, Utah.
 Consolidated Royalty Building, Casper, Wyo.
 505 Majestic Building, Cheyenne, Wyo.

REGION IX

328 Security Building, Phoenix, Ariz.
 201 Patterson Building, Fresno, Calif.
 212 Western Pacific Building, Los Angeles, Calif.
 515 Forum Building, Sacramento, Calif.
 Room 407, 1355 Market Street, San Francisco, Calif.
 275 South Virginia Street, Reno, Nev.
 204 West Main Street, Medford, Oreg.
 1130 American Bank Building, Portland, Oreg.
 822 Vance Building, Seattle, Wash.
 217 Hutton Building, Spokane, Wash.

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